DOCUMENT RESUME

ED 336 101 IR 053 689

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TITLE National Conference on the Development of Statewide Preservation Programs. Report of a Conference on the Current Status and Future Directions of Statewide Programs for the Preservation of Our Intellectual Heritage (Washington, D.C., March 1-3, 1989).

SPONS AGENCY Commission on Preservation and Access, Washington, DC.; Library of Congress, Washington, D.C.; National Archives and Records Administration, Washington, DC.; National Endowment for the Humanities (NFAH), Washington, D.C.

PUB DATE 91

NOTE 108p.

AVAILABLE FROM Commission on Preservation and Access, 1785 Massachusetts Ave., NW, Suite 313, Washington, DC, 20036-2117 ($15 prepaid).

PUB TYPE Collected Works - Conference Proceedings (021) -- Reports - Descriptive (141)

EDRS PRICE MF01/PC05 Plus Postage.

DESCRIPTORS Archives; Federal State Relationship; Fund Raising; Legislation; Librarian Attitudes; *Library Collections; Library Planning; National Programs; *Preservation; Public Policy; *State Programs

ABSTRACT

This report presents some of the prominent features of a national invitational conference whose goal was to provide a national forum to discuss ongoing preservation efforts in individual states; describe the preservation challenge faced by all states in common; review the kinds of materials at risk; and alert administrators to the opportunities inherent in coordinated statewide preservation programs. The acknowledgements, conference program, and lists of the state participants and conference planning committee members preface the seven themes of the conference proceedings. The remarks of the following speakers, which are included in this report, address these themes: (1) Perspectives on the Problem (Carole Huxley, James H. Billington, Don W. Wilson, Lynne V. Cheney); (2) Collections at Risk: The Preservation Problem Facing the States (Karen Garlick); (3) Current Climate for Statewide Preservation Efforts (George F. Farr, Jr., Carolyn Morrow); (4) Case Histories (Larry Hackman, Bridget Lamont, David Moltke-Hansen and Lisa Fox, Lorraine Summers, John Townsend, Karen Motylewski, Paul Conway, Nancy Sahli, Wesley Boomgaarden, Howard Lowell); (5) Legislative Efforts (Roy Blunt, Richard G. Akeroyd, Jr., Joseph F. Shubert, Gary Nichols, Guy Louis Rocha, Edward Papenfuse); (6) Funding (Ann Russell, Sally Jones, Ellsworth Brown, Larry Tise, John Burns); and (7) Building Public Awareness (Vartan Gregorian, David Hoffman, Edwin Bridges, Nina Archabal). Closing remarks were made by Gerald L. Baliles, the Governor of Virginia. Concluding the report are lists of the sponsoring organizations and their representatives, observers to the conference, and resource people, together with biographies of the speakers and a 29-item bibliography. (MAB)

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National Conference on the Development of Statewide Preservation Programs

Report of a conference on the current status and future directions of statewide programs for the preservation of our intellectual heritage

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National Conference on the Development of Statewide Preservation Programs

Report of a conference held March 1-3, 1989, in Washington, D.C., on the current status and future directions of statewide programs for the preservation of our intellectual heritage

Edited by Carolyn Clark Morrow

Sponsored by

The Library of Congress
The National Endowment for the Humanities
The National Archives and Records Administration

and

The National Historical Publications and Records Commission, The Commission on Preservation and Access, The National Association of Government Archives and Records Administrators, The Chief Officers of State Library Agencies, The Society of American Archivists, The National Commission on Libraries and Information Science, The American Association for State and Local History, The New York State Program for the Conservation and Preservation of Library Research Materials.

National Conference on the Development of Statewide Preservation Programs
Washington, D.C.
1991

Design/production: Elaine Benfatto, Harvard University Library

Photo credits: Reid Baker, Library of Congress

The paper used in this publication is S.D. Warren Lustro Dull.

∞ The core paper used in this publication meets the minimum requirements of the American National Standard for Information Sciences Permanence of Paper for Printed Library Materials ANSI Z39.48-1984

Printed by the Office of the University Publisher at Harvard University.

Distributed by the Commission on Preservation and Access at no charge to state library and archives agencies, Commission sponsors, and others on the Commission's mailing list. Additional copies available while supplies last. Prepayment of $15.00, U.S. funds, required. Please send checks to:

The Commission on Preservation and Access
1785 Massachusetts Avenue, N.W., Suite 313
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(202) 483-7474

Submitted to ERIC (Educational Resources Information Center) for reproduction in hard copy and microfiche.

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Foreword

On March 1-3, 1989, a national invitational conference met in Washington, D.C. to explore the development of cooperative preservation programs within individual states. The impetus for the conference came from the realization that a number of states were already in the process of developing statewide preservation programs to preserve important collections held by archives, libraries, and historical agencies. Enough common concerns had emerged, and common understandings developed that it seemed like an appropriate time to share experiences and arrive at a model, or a series of models, for preservation efforts on the statewide level. There was also the growing need to explore ways to coordinate state efforts with the preservation agendas and activities of national organizations and federal agencies.

In the fall of 1988, an invitation to attend the three-day conference was jointly extended by the heads of three federal agencies with a stake in preservation and a history of assisting the states: Don Wilson, Archivist of the United States; James Billington, Librarian of Congress; and Lynne Cheney, Chairman of the National Endowment for the Humanities.

The invitation typically went to four individuals from each state and territory (the state archivist, the state librarian, the head of the state historical agency, and at least one university library director), although each state was considered individually. The conference would provide a national forum to describe and discuss ongoing efforts in individual states. The conference would also describe the preservation challenge faced by all states in common, review the kinds of materials at risk, and alert administrators to the opportunities inherent in coordinated statewide preservation programs.

In addition to National Endowment for the Humanities, the National Archives, and the Library of Congress, the conference was also cosponsored by the National Historical Publications and Records Commission, the

Don E. Wilson (Archivist of the U.S.) and Richard De Gennaro (currently Librarian of Harvard College, and at the time of the conference, Director of the New York Public Library) at the evening reception following the opening of the conference

Conference participants gathered in the Mumford Room at the Library of Congress.

Commission on Preservation and Access, the National Association of Government Archives and Records Administrators, the Chief Officers of State Library Agencies, the Society of American Archivists, the National Commission on Libraries and Information Science, the American Association for State and Local History, and the New York State Program for the Conservation and Preservation of Library Research Materials.

Funding for the conference was provided by the National Endowment for the Humanities, the Library of Congress, the Council on Library Resources, and the Andrew W. Mellon Foundation through their grant to the New York State Program for the Conservation and Preservation of Library Materials.

The response by invitees was outstanding; the conference was attended by 148 individuals representing 47 states, 3 territories, and the District of Columbia. Unlike conferences that focus on the technical and managerial aspects of preservation, this unique event brought together the heads of state library, archival, and historical agencies to discuss the politics of preservation.

During two days of meetings, the conference participants heard 34 speakers with a wide range of perspectives and experience, who focused on the legislative, funding, and public awareness challenges of organizing a multi-institutional coordinated preservation program within the context of a single state. In addition, model projects, or particularly successful components of state preservation efforts, were described.

An additional 67 individuals, including conference sponsors and speakers, preservation specialists, and observers from national organizations, also attended. What was perhaps most unique about the conference, however, was the opportunity for groups that have little occasion to mingle (and who more often compete than cooperate) to discuss their common concerns and explore common solutions to the preservation problem facing each state.

Acknowledgements

Like a preview of the conference theme, the conference planning, sponsorship, and funding were exemplary examples of cooperation. The conference sponsors included national associations, federal and state agencies, and independent commissions concerned with the preservation of our documentary heritage. Major funding for the conference was provided by the National Endowment for the Humanities; additional support was provided by the New York State Program for the Conservation and Preservation of Library Research Materials through their grant from the Andrew W. Mellon Foundation, and the Council on Library Resources. The Library of Congress, through its National Preservation Program Office, served in the demanding role of conference secretariat.

The publication of the conference proceedings echoes this cooperative theme. The papers were edited by planning committee member Carolyn Morrow, who left the Library of Congress in 1989 to direct the preservation program at Harvard, including Harvard's participation in the nationwide preservation program administered by the National Endowment for the Humanities. The Library of Congress contributed the photographs. Harvard University Library's support of the design and production of this report is also gratefully acknowledged. Finally, the costs of publication and distribution of the report were underwritten by the Commission on Preservation and Access, whose interests in dissemination and communication embrace a wide range of preservation topics.

National Conference on the Development of
Statewide Preservation Programs
March 1-3, 1989

Program

Wednesday, March 1

8:00 pm **Opening Program: Perspectives on the Problem**

Carole Huxley, Deputy Commissioner for Cultural Education, New York State Education Department
James H. Billington, Librarian of Congress
Don W. Wilson, Archivist of the United States
Lynne V. Cheney, Chairman, National Endowment for the Humanities

8:45 pm **Collections at Risk: The Preservation Challenge**

Karen Garlick, Senior Conservator, National Archives
An illustrated presentation describing the range of materials at risk and the preservation problems faced by repositories, large and small.

9:15 pm Reception

Thursday, March 2

9:00 am **Trudy Peterson,** Assistant Archivist for the National Archives
Discussion of the day's program

9:10 am **Current Climate for Statewide Preservation Efforts**

George F. Farr, Jr., Director, Office of Preservation, National Endowment for the Humanities
Carolyn Morrow, Assistant National Preservation Program Officer, Library of Congress
History and current status of statewide preservation efforts.

9:30 am **Case Histories**
A series of ten presentations describing a particular aspect of statewide preservation planning or program development, based on real experiences and enlivened by a critical review of what was right, what might have been done differently, and what was learned.

Larry Hackman, State Archivist, New York
Lessons learned from "Our Memory at Risk," a three-year statewide preservation planning project.
Bridget Lamont, Director, Illinois State Library
History of statewide preservation effort in Illinois highlighting the grass roots approach of information and training that lead to a statewide task force and legislative agenda.

David Moltke-Hansen, South Carolina Historical Society and **Lisa Fox,** SOLINET Preservation Program
Statewide preservation planning with the assistance of a regional preservation program.

Lorraine Summers, Assistant State Librarian, State Library of Florida.
Development of a statewide disaster plan.

John Townsend, New York State Program for the Conservation and Preservation of Library Research Materials
Implementing a statewide conservation grants program—setting guidelines, getting quality proposals, conducting outreach and training.

11:15 am Discussion

12:00 pm Luncheon (seating by state delegation)

1:00 pm **Karen Motylewski,** Director of Field Services, Northeast Document Conservation Center
The benefits of statewide/regional information, consulting, and workshop services.

Paul Conway, Preservation Program Officer, Society of American Archivists
Evaluation of SAA's preservation education program and its significance for state preservation planners.

Nancy Sahli, Director, Records Program, National Historical Publications and Records Commission
Summary of the results from the NHPRC State Assessment Reports.

Wesley Boomgaarden, Preservation Officer, Ohio State University Library
The benefits of institutional planning and the importance of institutional plans incorporated into the schema of a state plan.

Howard Lowell, Administrator, Oklahoma Resources Branch, Oklahoma Department of Libraries
A national preservation agenda for state archives.

2:15 pm Discussion

3:00 pm Break

3:30 - 5:30 pm **Legislative Efforts**

Moderator: **Barbara Weaver,** State Librarian and Assistant Commissioner of Education, New Jersey
Presentation: **The Honorable Roy Blunt,** Secretary of State, Missouri
Panel: **Richard G. Akeroyd, Jr.,** State Librarian, Connecticut
Joseph F. Shubert, State Librarian and Assistant Commissioner for Libraries, New York
Gary Nichols, State Librarian, Maine
Guy Louis Rocha, State Archivist, Nevada
Edward Papenfuse, State Archivist, Maryland

Friday, March 3

8:45 am **Funding**

Moderator: **Ann Russell,** Director, Northeast Document Conservation Center
Presentation: **Sally Jones,** Associate Director of Development for Major Gifts at The American University

Panel: **Ellsworth Brown,** Director, Chicago Historical Society
Larry Tise, Executive Director, American Association for State and Local History
John F. Burns, State Archivist of California, and President, National Association of Government Archives and Records Administrator

11:00 am **Building Public Awareness**

Moderator: **George F. Farr, Jr,** Director, Office of Preservation, National Endowment for the Humanities
Remarks: **Vartan Gregorian,** President, The New York Public Library.
Panel: **David Hoffman,** Library Services Director, Pennsylvania State Library
Edwin Bridges, Director, Alabama Department of Archives and History
Nina Archabal, Director, Minnesota Historical Society

12:30 pm Luncheon (seating by state delegation)

1:30 pm **The Honorable Gerald L. Baliles,** Governor of Virginia and President, National Governor's Association

Afternoon Optional tours of LC and NARA preservation facilities

State Participants

Alabama
Edwin C. Bridges, Alabama Department of Archives and History
Anne Edwards, University of Alabama Libraries
Janet Hamilton, Alabama Public Library Service
Sue Medina, Alabama State Commission of Higher Education

American Samoa
John C. Wright, Office of the Governor, American Samoa

Arizona
David Hoober, Arizona Department of Library, Archives and Public Records
Sharon G. Womack, Arizona Department of Library, Archives, and Public Records

California
John F. Burns, California State Archives
Gary Kurutz, California State Library
Charles R. Richeson, University of Southern California Library
Joseph Rosenthal, University of California-Berkeley Library

Colorado
Nancy Bolt, Colorado State Library
Joan Chambers, Colorado State Univ. Libraries
Terry Ketelsen, Colorado Division of State Archives and Public Records
Stan Oliner, Colorado Historical Society

Connecticut
Richard G. Akeroyd, Jr., Connecticut State Library
Mark Jones, Connecticut State Archives
Lynne Newell, Connecticut State Library
Norman Stevens, University of Connecticut, Homer Babbidge Library

District of Columbia
Hardy R. Franklin, Public Library of the District of Columbia
Philip Ogilvie, Office of Public Records, District of Columbia
Dorothy Provine, Office of Public Records Management, District of Columbia

Delaware
Barbara Benson, Historical Society of Delaware
Joanne A. Mattern, Delaware Bureau of Archives and Records Management
Nat Puffer, University of Delaware Library

Florida
Jim Berberich, Florida Bureau of Archives
Barratt Wilkins, State Library of Florida

Georgia
Lewis Bellardo, Georgia Historical Society
Edward L. Weldon, Georgia Department of Archives and History

Connecticut delegation. From left: Richard G. Akeroyd, Jr. (Connecticut State Library), Jan Merrill-Oldham (University of Connecticut), Mark Jones (Connecticut State Archives), Lynne Newell (Connecticut State Library), and Norman Stevens (University of Connecticut)

Indiana Delegation. From left: C. Ray Ewick (Indiana State Library) Peter Harstad, (Indiana Historical Society), Jerry Handfield (Indiana Commission on Public Records), Robert Miller (Notre Dame Library), and David Farrell (Indiana University Libraries)

Hawaii

John R. Haak, University of Hawaii Library
Bartholomew Kane, Hawaii Office of Library Services
Elaine Murphy, Mayor's Office of Culture and the Arts, Hawaii
Marie Strazar, Hawaii State Foundation on Culture and the Arts

Idaho

Gary Bettis, Idaho State Historical Society, Library and Archives

Illinois

David Bishop, University of Illinois-Urbana, Library
John Daly, Illinois State Archives
Bridget Lamont, Illinois State Library
Kenneth G. Peterson, Southern Illinois University at Carbondale, Morris Library
Janice Petterchak, Illinois State Historical Library

Indiana

C. Ray Ewick, Indiana State Library
David Farrell, Indiana University Libraries
Jerry Handfield, Indiana Commission on Public Records
Peter Harstad, Indiana Historical Society
Robert Miller, University of Notre Dame Libraries

Iowa

Gordon Hendrickson, Iowa State Historical Department
Nancy Kraft, State Historical Society of Iowa

Kansas

Terry Harmon, Kansas State Historical Society
Clinton Howard, University of Kansas Library
Robert Walter, Kansas State Library Advisory Commission

Kentucky

Richard N. Belding, Kentucky Department for Libraries and Archives
Judy A. Sackett, University of Kentucky Libraries

Louisiana

Thomas F. Jaques, State Library of Louisiana
Donald J. Lemieux, Louisiana Archives and Records Service
Robert S. Martin, Louisiana State Univ. Libraries

Maine

Elaine Albright, University of Maine at Orono, Folger Library
James Henderson, Maine State Archives
Elizabeth Miller, Maine Historical Society
J. Gary Nichols, Maine State Library

Maryland

H. Joanne Harrar, Univ. of Maryland, Library
Douglas McElrath, Maryland State Archives
Edward C. Papenfuse, Maryland State Archives

Minnesota Delegation. From left: Nina Archabal (Minnesota Historical Society), Janice Feye-Stukas (Minnesota Library Development and Services), Joseph Kimbrough (Minneapolis Public Library), Don Kelsey (University of Minnesota Libraries), and Lia Goff (Minnesota Historical Society)

J. Maurice Travillian, Maryland State Department of Education

Massachusetts

Arthur Curley, Boston Public Library
Dan Hosington, Bay State Historical League
Roland Piggford, Massachusetts Board of Library Commissioners
Louis L. Tucker, Massachusetts Historical Society

Michigan

Martha M. Bigelow, Michigan Bureau of History
Fancis X. Blouin, University of Michigan, Bentley Historical Library
Ron Means, Michigan Council for the Humanities

Minnesota

Nina Archabal, Minnesota Historical Society
Janice Feye-Stukas, Minnesota Library Development and Services
Lila Goff, Minnesota Historical Society
John Howe, University of Minnesota Libraries
Joseph Kimbrough, Minneapolis Public Library

Mississippi

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Jean Major, University of Mississippi Libraries

Missouri

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Gary Kremer, Missouri Records Management and Archives Service
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Sherrill Daniels, Nebraska State Historical Society
Kent Hendrickson, University of Nebraska-Lincoln Libraries
Jacqueline Mundell, Nebraska Library Commission

Nevada

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New Hampshire

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Ruth M. Katz, University of New Hampshire, Dimond Library
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Margaret A. Otto, Dartmouth College, Baker Memorial Library

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Sarah Collins, New Jersey Historical Society
Joanne R. Euster, Rutgers University Library
Karl J. Neiderer, New Jersey State Archives
Barbara Weaver, New Jersey State Library

New York

Richard De Gennaro, New York Public Library
Paul Fasana, New York Public Library
Larry J. Hackman, New York State Archives and Records Administration
Joseph F. Shubert, New York State Library

North Carolina

James F. Govan, University of North Carolina
Susan K. Nutter, North Carolina State University
David J. Olson, North Carolina Division of Archives and History

North Dakota

Gerald G. Newborg, State Historical Society of North Dakota
James E. Sperry, State Historical Society of North Dakota

Ohio

Richard M. Cheski, State Library of Ohio
William G. Myers, Ohio Historical Society
William J. Studer, Ohio State Univ. Libraries

Oklahoma

Robert L. Clark, Oklahoma Department of Libraries
Howard Lowell, Oklahoma Resources Branch, Oklahoma Dept. of Libraries
Robert Patterson, University of Tulsa Library
David Salay, Oklahoma Historical Society

Oregon

Wesley A. Doak, Oregon State Library
Layne Sawyer, Oregon State Archives Division

Pennsylvania

John Hartmann, Pennsylvania Historical and Museum Commission
David R. Hoffman, State Library of Pennsylvania
Paul Mosher, Univ. of Pennsylvania Libraries
Peter Parker, Historical Society of Pennsylvania
Sara Parker, State Library of Pennsylvania
Harry E. Whipkey, Pennsylvania Bureau of Archives and History

Puerto Rico

Miguel Nieves, Puerto Rico General Archives

Rhode Island

Beth I. Perry, Rhode Island Department of State Library Services
Merrily Taylor, Brown University Library
Madeleine B. Telfeyan, Rhode Island Historical Society
Albin Wagner, Rhode Island State Records Center

South Carolina

Betty E. Callaham, South Carolina State Library
George D. Terry, Univ. of South Carolina Libraries
George Vogt, South Carolina Department of Archives and History

South Dakota

Robert Paustian, University of South Dakota, Weeks Library

Tennessee

Edwin S. Gleaves, Tennessee State Library and Archives
Paula Kaufman, University of Tennessee Libraries

Texas

Christopher La Plante, Texas State Archives
Charles B. Lowry, University of Texas at Arlington Library

Utah

Sterling J. Albrecht, Brigham Young University Library
Roger K. Hanson, University of Utah Libraries
Jeffery O. Johnson, Utah State Archives and Records Service
Amy Owen, Utah State Library

Vermont

Nancy L. Eaton, University of Vermont, Bailey-Howe Memorial Library
Pricilla Page, Vermont Department of Libraries
Michael Sherman, Vermont Historical Society

Virgin Islands

Jeannette B. Allis, St. Thomas Division of Libraries, Archives, and Museums
Alan Perry, St. Thomas Division of Libraries, Archives, and Museums

Virginia

Charles F. Bryan, Jr., Virginia Historical Society
William Chamberlain, Virginia State Library and Archives
Ray Frantz, Jr., University of Virginia Library
Dr. Louis Manarin, Virginia State Archives
John Molnar, Virginia State Library
Ella Gaines Yates, Virginia State Library and Archives

Washington

Nancy Baker, University of Washington
Vicki Kreimeyer, Washington State Library

West Virginia

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Frederic J. Glazer, West Virginia Library Commission
Ruth M. Jackson, West Virginia University Libraries

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Wyoming

Keith M. Cottam, University of Wyoming Libraries
Jerry Krois, Wyoming State Library
David Kathca, Wyoming State Archives

Conference Planning Committee

Washington area planning group

George F. Farr, Jr., National Endowment for the Humanities
Carolyn Morrow, Library of Congress
Trudy Peterson, National Archives
Nancy Sahli, National Historical Publications and Records Commission

Advisory group

Patricia Battin, The Commission on Preservation and Access
Paul Conway, Society of American Archivists
Bruce Dearstyne, National Association of Government Archives and Records Administrators
Jeffrey Field, National Endowment for the Humanities
Robert Harriman, Library of Congress
Lisa Fox, SOLINET Preservation Program
Howard Lowell, National Association of Government Archives and Records Administrators
Gary Nichols, Chief Officers of State Library Agencies
Ann Russell, Northeast Document Conservation Center
Merrily Smith, Library of Congress
Larry Tise, American Association for State and Local History
John Townsend, New York State Program for the Conservation and Preservation of Library Research Materials
Barbara Weaver, Chief Officers of State Library Agencies

Conference planning committee members Gary Nichols (Chief Officers of State Library Agencies), Howard Lowell (National Association of Government Archives and Records Administrators) and Ann Russell (Northeast Document Conservation Center)

Perspectives on the Problem

The conference opened the first evening with welcoming remarks from Carole Huxley, Deputy Commissioner for Cultural Education, New York who introduced James H. Billington, Librarian of Congress; Don W. Wilson, Archivist of the United States, and Lynne V. Cheney, Chairman of the National Endowment for the Humanities. Huxley expressed the importance of coordination at all levels of government and described the growing momentum of a nationwide preservation effort.

Carole Huxley

Good evening. I can see and hear that the conference has already begun. This does not appear to be a shy crowd or one that needs much stimulus to get started. Among this very distinguished crowd, and particularly my colleagues who will be joining me shortly at the podium, you may wonder why I am starting this conference off instead of someone else. The reason is that I am probably the only person in this room who lacks absolutely any relevant credentials to talk about this subject. I am not a librarian; I am not an archivist; I am not an historian. I am a reader, but not even an academic one. I read whatever I want to. My obvious role tonight is to make the rest of you feel comfortable—that you have something to contribute to this conference, because if I have the chutzpah to stand up here, in my situation, and talk about this subject, surely you have something to say, and everything that comes after will be exceptionally good.

Carole Huxley (Deputy Commissioner for Cultural Education, New York) opens the conference.

If you know Joseph Shubert, the New York State Librarian; Larry Hackman, the State Archivist, and John Townsend who runs our state preservation program, you know that they are the pros. My little job is to run around and get the money they need to do their jobs. They have told me that a strong cooperative effort is necessary to preserve our intellectual and cultural heritage.

Fighting for that in the State of New York, when we are in the midst of a crisis of drug use, a decaying penal system, a bankrupt health care system, is hard. I can do that fighting without any defensiveness, however, because we cannot let go those resources that make society strong in order to address immediate problems. We hope these terrible scourges on society will be solved, but if they are not solved soon, and if meanwhile we sat back and decided because of these immediate problems, we can't fight for what we know is also important, we could end up at the end with no money or resources left and our research base eroded. Ironically, this would leave us in worse shape to fight the problems that plague society. For this reason I do not feel shy standing up and fighting for libraries and archives.

The past 150 years, the acid paper years as we like to call them, were years of an explosion of knowledge and information. It was also a period of the shaping of this nation, moving from the magnificent abstraction of the Constitution to its working out in the states, territories, and towns. We trace this process through the court records, archival collections in small and large historical societies, executive and legislative branch records, and through the literature, philosophy, and history that our citizens wrote. We cannot afford to lose this legacy.

In New York, for example, collections from all over the state (not just in the State Archives or State Library) tell our small part of that story—the story of one of the most radical and successful of human experiments in history. Because New York is the place of the greatest mixture of ethnicities in the country, our local social history tells us the ever adapting story of a wildly diverse population, bound together, fused together, by the ideas expressed on paper which united the country.

We want our great grandchildren to understand this heritage. Even more, we want it to stand centuries from now as a vivid lesson in human possibilities. David McCauley's book, *The Motel of the Mysteries*, is what I worry about. It is about someone in the year 4000 who discovers a lost civilization. There is no paper left. You can't understand anything but what you see. There is an enthroned television, which was obviously on some kind of altar. McCauley's whole book is about this individual trying to figure out the civilization from remnants without documentation. I want the people in 4000 A.D. to understand what a great, risky, and exciting enterprise this nation was and is.

Therefore, because of the importance of our research capacity, because of the importance of effective government now and in the future, and for the sake of history, this conference is important. Bringing this particular group together is important. You represent the professionals, the professional associations, the funders, and the fundees. Combined you can reach every library, public and private archives, historical society, museum, and governmental body—all of whom contribute to our information and knowledge base through their collections. Suddenly, together, we have found ourselves the stewards of an alarmingly fleeting chronicle, with a life expectancy that is often no longer than the chronicler's.

We are here for two precious days to spend together. We need to consider what the state role should be in this enterprise. One thing we do know is that we cannot work alone. Federal, state, local, and individual efforts have to be coordinated. Archival and library efforts need to be considered together. Our separate and joint stakes in the outcome should be clear, because if they are not, we will waste precious money and precious time. Therefore, one major objective of this conference has to be that we get to know each other well and learn more about each other's viewpoint. We should go home feeling free to call each other up, share information, work more closely together, and support the overall effort to preserve our documentary heritage.

Priorities for a national preservation effort will be different from any particular state's, but both federal and state level agencies must play the multiple roles of planners, funders, leaders, educators, and coordinators. We have to see our work at the institutional, state, and national level as part of one major effort.

The state level is the right one for many of the most important activities. Economies of scale combined with familiarity of local circumstances, detailed needs assessment, and comprehensive statewide planning, can result in ongoing technical assistance and education programs. Through outreach programs you can get to all the people throughout the state—through workshops, self-study publications, or even permanent staff to serve as regional advisors. Basic preservation principles are useful to even the smallest repository. A state program can also serve to promote public awareness, which is very important if we are going to get money for programs, but also important to give those with local responsibilities a better sense of the issues as they relate directly to them.

The kind of initiative Connecticut has shown is an example of action appropriate on the state level. Connecticut's pressing for all state documents and publications to be printed on alkaline paper is a significant state initiative which supports and reinforces the national effort to get Congress to pass a national policy on permanent paper for federal government publications.

We also have a responsibility at the state level to secure funds for the preservation of those collections which underpin the state's economic, governmental, research, and educational activities—collections which have a special significance to our state's history and heritage.

At the national level, the leadership of professional organizations is needed to promote and advocate preservation, as well as to participate in planning and coordination. The support of foundations and stimulus from federal agencies have been and will continue to be absolutely essential. Because there is, naturally, overlap between the levels and the possibility of duplication of effort all along the line, leadership at the national level is crucial to set priorities and provide coordination. Without national leadership and significant national investment, state efforts are of limited value.

Organizational challenges are in some ways as overwhelming as the preservation issues themselves. None of us is in search of additional challenges, I would guess. Books crumble quietly and records molder in silence. The inflation rate for books and journals in this country right now is enough to eat up any state's allocation for libraries. Frankly, there are so few people around who really know much about the problem that we could all be retired and gone before anyone discovered that we had ignored our responsibilities. But it is too late. We have told the politicians. From Illinois to California, to Connecticut—and even on Capitol Hill—and they have responded with understanding and commitment to the problem.

Perhaps there is still a way out, because we all know about federal bureaucracies. It could be years before they get their act together, right? No, wrong again. The NEH, the NHPRC, the Library of Congress, the National Archives are all responding with incredible vision and clarity about the need for national leadership and support. Foundations, like the Andrew W. Mellon Foundation, have made a major investment in developing a national agenda for action. It is going to be really hard to get out of this one. Knowing that you would not be here if you wanted to get of of it, may I join in welcoming you and hoping that you find the conference a valuable start to building a strong coalition.

James H. Billington

JAMES H. BILLINGTON, Librarian of Congress, echoed Carole Huxley's message by assuring the audience that participation from the states was as crucial as national leadership. He related the importance of historical memory to our ability to innovate in the future. In commenting on the contributions of the Library of Congress to the national preservation effort, Billington urged the participants to join together at the local, state, and national level to enlighten the American people about the richness, value, and diversity of their documentary heritage.

Carole Huxley's presence here, leading off as the spokesman for the states, is not only appropriate for this conference, but I think the most exciting feature of it. It is a sign of hope and progress and commitment that there is this degree of interest in the states, and that there are so many states represented here. On behalf of the Library of Congress, I want to welcome you and say how happy we are that you are here.

Carole Huxley mentioned federal bureaucracies. We have been conducting a massive year-long review of the Library of Congress—

in which a number of you have participated. We have talked with 10,000 people in the library and information business around the country in a series of national forums, and we have been thinking a great deal about innovation. One of the fundamental laws of innovation is that you always go back; you move on to something new by first going back to rediscover and find new ways of recapturing and preserving the old.

I see no conflict between the needs of innovation in this fast-moving information age, and its old face. Rather, I see an intimate relationship between the two. After all, it was in the Renaissance, in going back to classical antiquity, that we leapt forward into the modern age. A whole series of modern art was rediscovered by those who went back to restore the ancient cathedrals. Going back to the fundamentals leads you to new horizons. It is not merely an exercise in antiquarianism, although I myself find nothing at all unpleasant about that word, but important for our whole national vitality—as a nation of innovators—that we go back and preserve the record of memory. This record contains richness, vitality and the seeds of future possibility for this country.

Along with the National Archives and the National Endowment for the Humanities, whose distinguished heads are with us this evening, we at the Library of Congress are committed to help you with leadership at the national level in the area of preservation. But your leadership on the state and local level is desperately needed if the preservation of the heritage of this young nation is to be possible. Because of our very youth—an interesting irony—considerably more than half the collections of the Library of Congress are threatened with extinction. We lose 77,000 books each year to embrittlement. We have to work together to solve the problems resulting from the poor quality paper on which we have written our records, not only at the national, but at state and local levels as well. We have to work together in this form of national collaboration, part of the genius of our country.

We are assembled in a building that is the nation's official memorial to James Madison,

James H. Billington (Librarian of Congress) welcomes Carole Huxley, Don E. Wilson, and Lynn V. Cheney.

a genius at constitution-making, who along with Jefferson was the founder of the Library of Congress. Madison believed that democracy, in order to be vital and growing and possible of sustaining itself, had to be knowledge-based, had to be dynamic and innovative, and had to have this quality of memory. The founding fathers went back to the early records for inspiration and challenge, and also for the vicarious experience that enabled them to avoid our new republic having to learn by bitter experience.

Let me enumerate briefly what is going on in and around this building to contribute to the national preservation effort. With 120 employees and a $6 million a year budget, we treat more than 20,000 items in our special collections each year, contribute to the national brittle books program by microfilming about 20,000 volumes each year, maintain one of the most extensive newspaper and serial microfilming programs in the world, copy onto safety film nearly two million feet of nitrate film each year for a total of 55 million feet since 1970, and maintain on microfilm and in the original the papers of 23 Presidents of the United States. We are the technical coordinator for the U.S. Newspaper Program, funded of course, by NEH. Through our National Preservation Program Office we are active in outreach programs, such as this conference. Our Preservation Research and Testing Office conducts product testing, develops preservation techniques, and experiments with new technologies.

I can say all this because I do not do any of it. Carole Huxley feels humble in the presence of her associates. Let me assure you, I feel like the school of Japanese painting where a dead tree is in the foreground so that everything in the background will look richer and fuller.

On the international front, the Library of Congress is the secretariat for the International Federation of Library Associations' preservation program and recently accepted responsibility for coordinating world-wide efforts to assist the Library of the Academy of Sciences in Leningrad in recovering from a disastrous fire in February 1988. This project is of some interest to me since Russian culture is my field of special interest, but also because the Academy is the major repository of scientific scholarship and knowledge from the outside world available inside the USSR.

This report is not intended to overwhelm you with the size of our effort, but rather to let you know that we are here to help you with your important efforts at the state level. Together with Don Wilson (Archivist of the United States), Lynne Cheney (Chairman of the NEH), and the national professional associations, one of our most important tasks here in Washington has been educating your Representatives and Senators to the national threat to our heritage resulting from the use of acidic paper. As part of the legislative branch, the Library of Congress has a special opportunity and obligation to talk seriously about this problem. Our tutelage and, I like to think, persuasive talents are beginning to pay dividends. There is a sense of urgency among more and more Members of Congress about the gravity of the situation. Increased appropriations to tackle the problem have been forthcoming in recent years.

As you know, the Congress has financed the development and testing of a mass deacidification process. I am pleased to report that at the DEZ pilot plant in Houston, Texas, we have completed 26 successful runs, including work with manuscripts, folios, and maps. The National Archives has entered into an agreement with us to treat their material on a test basis. In October the Library signed an agreement with the Department of Commerce to license the DEZ technology. This puts in place a mechanism for making the DEZ process available to the rest of the library and archives community. Indeed, given everything, it may be available to you before it is available to us.

Let me end on an even more positive note. Since becoming Librarian of Congress, I have been searching for new ways to share this great treasure house of knowledge with the American people. As a beginning, the Library is moving ahead with our American Memory Project. By using new technology, we will bring our collections into your libraries, archives, and historical societies. The pilot program calls for distributing discs containing the original information on the history of the Congress, broadsides from the Continental and Confederation Congresses and the Constitutional Convention, and an African-American Pamphlet Collection. We hope other discs will follow. As we move toward the Bicentennial of the Library of Congress in the year 2000, we are expanding our exhibit program through various interpretive programs. We look upon exhibits as a way to increase, and to some extent institutionalize, the links that we have initiated this past year with so many states.

By joining together at the local, state, and national level, we can continue to enlighten the American people as to the richness, the value, and the immense diversity of their heritage. To preserve it is to celebrate it, to keep the memory alive, so that the hope for the future is as rich and richly informed as it must be for our kind of democracy that always believes that somehow tomorrow will be better than yesterday.

To all of you, if we at the Library of Congress can work with you in ways that I hope you will suggest during the next two days and in the days ahead, I think we can all look forward to the possibility that the third century of our constitutional government will be one as rich in the memory of the past as in the good hopes and prospects for the future. Thank you all for coming.

Don W. Wilson

DON W. WILSON, Archivist of the United States, emphasized the importance of preservation activities at the National Archives and described how preservation is a central function. He urged the audience to use NARA's programs as models, and take advantage of research efforts being conducted on behalf of archives everywhere. In closing, he reminded participants that NARA's regional archives and presidential libraries are staffed with people willing and able to assist with state preservation programs.

On behalf of the National Archives and Records Administration, I am pleased to have this opportunity to welcome you to this conference. I am particularly pleased because it is symbolic—this is the first time that we have had this kind of cooperation in Washington between these kinds of institutions. I compliment my colleagues on joining together—I am certainly pleased to do so—and I hope we do more of this, to work jointly to take what limited resources we have nationally and make them even more effective, working with the states and private institutions as well.

In the short time allotted to me tonight, I am going to enumerate just two things about preservation at the National Archives. First, the importance of this activity to us and to all who care about the nation's documentary heritage, and second, how this conference highlights the Archives' commitment to advancing the professional development of archivists and librarians throughout the United States—through training, example, and leadership.

The legislation establishing the National Archives defines our mission as preserving and making available for use the records of the United States government. Undoubtedly, the enabling acts for every state archives express the same sentiments, if not the same words. There can be no question that the archives are and must be devoted to preservation in all of its manifestations. Here it is important to say that preservation has many facets, indeed most activities undertaken by archivists are preservation activities. They range from the first appraisal decisions to keep records, to their placement in secure storage, to processing, and their transfer to archives in acid-free enclosures under optimum temperature and humidity conditions. All of these archival activities are forms of preservation, and a similar sequence of steps could be listed for the so-called nontraditional archival holdings.

But like all institutions collecting historical materials, our preservation concerns are complicated by the amazing diversity of the material we are attempting to save. Our most visible preservation activities are those associated with the Declaration of Independence, the Constitution, and the Bill of Rights. But like you, we share the same problems dealing with leather that is rotting, paper that is embrittled, thermofax copies that are losing legibility, and sound recordings that have become silent. The problems are immense and we can not deal with them alone.

In 1985, the National Archives published a 20-year preservation plan. I hope that this document will serve as a useful tool for others and a model for other institutions wishing to survey their holdings and develop multifaceted plans. Following that plan, we are focusing our resources on holdings maintenance, a wide variety of activities designed to improve the storage and housing of reference material and thereby eliminate or even defer the need for immediate preservation. Conservation treatment, to be sure, is an integral aspect of all preservation work, but it is not our first line of defense. Stable environmental conditions, and storage systems for all of our holdings come first. Conservation is limited to records that meet a list of criteria covering intrinsic value, vulnerability, and use. Additionally, the National Archives is aggressively duplicating and reproducing non-textual media to create archival quality copies of videotapes, sound recordings, and other media.

What does this have to do with you? I hope a great deal. For example, we have undertaken activities to define requirements for archival materials in our purchasing, We hope these can serve as models for those who design and manufacture their products to meet our standards. We are proud to share our findings from our research and testing laboratory and share our specifications with other institutions.

For the past decade, the National Archives has commissioned preservation research and shared the results with the archival and library communities. The Government Printing Office carried out a project for us on the stability of xerographic copying. The National Institute of Science and Technology, is investigating the long-term stability of polyester carriers of magnetic media, and has begun a study of the effect of the microenvironment on records.

Don W. Wilson (Archivist of the U.S.) addresses the conference.

No account of the National Archives' efforts in preservation would be complete without mention of the National Historical Publications and Records Commission, an extension of the National Archives that makes grants to promote the preservation and use of documentary source materials. The Commission has had a major role in providing funds for surveys and for documenting the problems in the states. The development of standards and techniques of film preservation is another area in which grants have been made.

Finally, a word about the people. The National Archives, I'll take this opportunity to remind you, is not just in the District of Columbia. We have 11 regional archives and eight presidential libraries across the nation, along with 14 records centers. Each is staffed with trained and experienced people who are willing, even anxious, to cooperate with state archives and libraries and private institutions—in all kinds of activities, including preservation. I hope you know the National Archives people in your region and their agencies, and I hope you talk to them on a regular basis. We can all learn from the work of others. The preservation of historical material in our custody demands our skill, our attention, and our knowledge. We know we can not do it alone; we have to work together.

Lynne V. Cheney

LYNNE V. CHENEY, Chairman of the National Endowment for the Humanities, described her agency's commitment to preservation, and the opportunities made possible by Congress increasing the funding for NEH's Office of Preservation. She reminded participants of the importance of setting goals and priorities and noted that funding beyond federal funding would be necessary. In closing, she emphasized the importance of a cooperative, national effort involving the state, federal, and private sectors.

I used to spend a lot of time here, at the Library of Congress, back in the days when I was a full-time writer instead of a full-time bureaucrat. I sat in the stacks in a carrel and used 19th century material, got stuff all over my clothes and had pages break off in my hands, and never understood what the problem was, never even understood that there was a severe national problem—even though I was experiencing it every day as I came to the Library to do research.

In the two and a half years I have been chairman of the Endowment, I have learned a great deal about the preservation problem, but I do not know nearly as much as those of you in this room. As I think about how much you know, I'm reminded of a story. There was a fellow who drowned in the Johnstown flood, and he discovered himself at the Pearly Gates. St. Peter was waiting for him and told him about an initiation rite. St. Peter said, "Here's the deal. You have to go out there and tell all the people who were here before you about what's going on on earth." And the fellow said, " Hey, I can't do that. I can't cover everything that has recently happened on earth," and St. Peter said, "Oh don't worry, it's just like being a writer. Tell them about what you know." The fellow said, "Oh, that's easy, I'll just tell them about the Johnstown flood." St. Peter was quiet for a moment and he said, "Well, before you do that, you should understand that the fellow there in the front row is Noah." For me to tell a whole roomful of Noahs about the preservation problem is impossible.

Memory is a subject we worry about a lot at the Endowment. In our report, *American Memory*, we talked about how knowledge binds us together, how those ideas that have been important to us and the ideals that have molded us are a kind of civic glue. They help all of us, no matter how diverse our backgrounds, feel as though we are part of a common undertaking. Of course, we were talking about schools in that report, about the fact that we are not doing as well as we should in transmitting knowledge of the past, but there is this other obstacle, the one that you are convening to discuss. Libraries, archives, universities, organizations of all kinds across the country are threatened with the loss of the documents that record the past and on which researchers and educators and citizens depend for their understanding of history. We at NEH are making an unprecedented commitment to the preservation effort, to saving the intellectual content of the materials that are deteriorating—and in many cases saving the documents themselves.

Thanks to the efforts of many people in this room, our budget for preservation has increased dramatically this year, up by more than eight million dollars. It has nearly tripled. We are proud of the careful stewardship with which we administer all funds at the Endowment, but George Farr (Director of the Office of Preservation) has done an exemplary job of laying out a battle plan for how the Endowment can help sponsor projects that will be important to the national preservation effort. Eight million dollars is a wonderful increase and we are grateful for it. You and I well know, however, that many other people will have to participate in this effort. It is going to take funding beyond federal funding. It is going to take funding beyond public funding. Many people are

Lynne V. Cheney (Chairman of the National Endowment for the Humanities) addresses the conference.

going to have to take part in this effort, and the funds that we have will have to be managed with great care. Cooperation is essential—not only to prevent duplication, but in order to establish our priorities.

Those of us who have worked on defining the preservation problem have had a great deal of fun going though the numbers. You know, there are this many books, you divide by 10 and subtract by 14, and then Congressman Yates [Chairman of the Appropriations Subcommittee] always asks an awkward question about our additions and divisions. The preservation problem, however we want to divide it, is enormous, and the goals we have set, of course, do not involve saving every item on the shelves. We do have to establish priorities and that is what makes cooperation, exemplified by a conference like this, so important.

We at the Endowment are well aware of the many challenges there are to cooperative activity, particularly when it involves so many diverse institutions. We also have great faith that when the goal is as important as the goal of preservation, that the challenges can be met. I believe it was Sam Johnson who once observed that there is nothing that so focuses a person's attention as the possibility of being hanged at sunrise. Maybe it was being shot, and maybe it wasn't Sam Johnson, but you get the idea. When we have a goal as important as this one to focus our attention, I think that the necessary cooperation will be forthcoming.

I am happy to welcome you here. The Endowment is pleased to have been the principal funder of this important conference; the nation as a whole will be the beneficiary.

Collections at Risk:
The Preservation Problem Facing the States

The first evening of the conference also included a slide program presented by Karen Garlick, Senior Conservator at the National Archives. The program was a joint effort of staff from the Library of Congress, the National Archives, and the New York State Program for the Conservation and Preseration of Library Research Materials. Writer Michael Dirda contributed to the text and photographer Rick Buettner took many of the photographs The images, 180 in all, merged seamlessly with the words to illustrate in simple, graphic, and emotionally-charged terms what would be lost to the American people if the preservation problems of libraries and archives were not addressed.

Karen Garlick

Like the crew of the Starship Enterprise, American have always boldly gone where no one has gone before. But ours is no mere five-year mission; it is rather an adventure that began with the earliest settlers on this continent and will take us into the distant future and the farthest reaches of space. Archives and libraries contain the logs of our nation's travels, the reports from the field on what has been called our great democratic experiment. These cultural institutions house our national heirlooms, the treasures of the past that tell us who and what we are, where we have been, and where we are going.

Consider for a moment some of the items that libraries and archives preserve for us. The legal documents that define what it is to be an American. The earliest maps of the territories that became our states, of the trading posts that became our cities. The declarations that took us into wars and the treaties that brought us out again.

But that is just the tip of the iceberg. Also found in these institutions are the certificates that announced the marriage of our ancestors and the reports describing the deaths of our heroes and statesmen. The letters and notebooks of presidents and poets, of activists and entertainers. The posters that inspired one generation to enlist and another to go to the movies. The architectural drawings that guided the construction of our historic buildings and helped create our skylines. Diaries and deeds. Census reports. Motion pictures. Historical photographs. Records of every sort. The blood and bone and memory of a nation.

The thousands of people who use these materials every day range from genealogists digging for traces of their relatives to lawyers researching legal precedents for a case; from social historians documenting our progress toward ethnic equality to picture searchers trying to illustrate a book. Of course, libraries and archives are more than places for personal and professional research. For our elected officials they safeguard the collective memory of local, state, and national government. The laws, regulations, and minutes of city council meetings housed in libraries and archives provide the factual foundations on which new laws and policies can be built, thus insuring the continuity of government. Most important, however, is that these materials document the rights and benefits of citizens—the essence of democracy.

Many of these items are unique. From such documents there emanates a special charisma, an almost sacred aura. It is one reason why millions of visitors stream through our nation's Capitol each year to glimpse the Declaration of Independence and the Bill of Rights.

Much of our documentary resources are both scarce and scattered. For instance, the last remaining copies of an ethnic newspaper might be held by several different institutions. Taken together these copies may make the only complete run of that newspaper. Through their work on cooperative and statewide projects, archives, libraries, and historical societies combine their strengths to locate and preserve such historical resources.

In a real sense, these institutions can be thought of as the collective safe deposit box of our nation's most valuable papers, books, and documentary heirlooms.

Yet how many Americans, in looking through their own safe deposit boxes have been shocked to find that the only photograph of a great grandmother has faded to a pale shadow, that the newspaper announcement of a grandparents' wedding is yellow and brittle, that the cover of our mother's favorite book when she was a child has been eaten away by insects, that the tapes recording the voice of the father we never knew have become garbled and impossible to understand. Even the books that shaped us as young adults fall to pieces just as we turn to them for renewed inspiration in middle age.

Imagine the distress many of us would feel to have our past taken from us—to see our family tree lose its roots. And yet that is precisely what is happening today in the archives, libraries and historical agencies of this nation. Our past is in danger of becoming, in Carl Sandburg's words, a "bucket of ashes."

What are some of the challenges facing the leaders of our cultural institutions as they seek to preserve our nation's collective heritage?

Many of the items in these institutions are made from materials that are inherently unstable. For example, modern paper contains the seeds of its own destruction. The acids introduced during papermaking weaken, discolor, and embrittle the sheet, making it unusable. Cellulose nitrate motion picture film inevitably and irreversibly decomposes. Nitrate-based film becomes soft and tacky as it deteriorates, and eventually turns to a brown acidic powder that under the right temperature conditions can burst into flame, consuming everything around it. Acetate-based photo negatives are also chemically unstable. The film base shrinks as it ages, causing the emulsion to buckle and separate from the base in irregular fissures that zig-zag across the image. Radio programs and movie sound tracks from the 1930s, '40s, and '50s were recorded instantaneously on acetate discs. The acetate layer on these unique discs is now flaking away—carrying with it portions of our audio history. The dyes in color movies, slides, and photographs fade and cannot be restored. Magnetic audio tapes become hard and brittle; the magnetized layer sheds in small brown flakes, so that the sound dies away or drops out entirely. Videotapes develop irregular horizontal lines and blurry-edged video snow.

From the outside, our cultural institutions may look like fortresses, but too often these

Carolyn Morrow (Library of Congress) and John Townsend (New York State Program for the Conservation and Preservation of Library Research Materials)congratulate Karen Garlick (National Archives) at the conclusion of her slide presentation.

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monumental façades of granite and marble merely camouflage the rampant decay and deterioration within. Inside the temperature, humidity, light, and air quality all influence the rate and manner in which materials deteriorate. Heat causes leather to stiffen, while plastics grow limp. Fluctuations in temperature, which affect relative humidity, cause moisture to move in and out of materials, distorting and stressing them. Consistently high temperature and relative humidity lead to mold growth and encourage insects and other vermin to eat their way through collections and foul them with their droppings. Water vapor, sulfur dioxide, even oxygen interact with materials, causing metal to rust, film emulsions to soften, and paper to become brittle. Light fades inks, dyes, and pigments. Dust and dirt abrade materials and introduce substances that hasten deterioration.

Poor storage and housing conditions also take a high toll. Too little storage space, a perennial problem, usually results in materials piled in corners or on floors where they may topple or be accidentally trampled. Lack of space leads to forced overcrowding and to storage in dangerous places. Often items must be housed close to water pipes or furnaces because there is simply nowhere else to put them. And yet a burst pipe will undo the work of several lifetimes; and direct heat not only accelerates aging, but could even cause fires. Overcrowded housing can damage materials as well, making safe retrieval of a specific item impossible.

Archives and libraries also suffer from what purchase warranties refer to as normal wear and tear. Bindings weaken; boxes wear out; tape leads break. Finally, any cultural institution is prey to disasters. Remember the grave fire damage recently suffered by the Los Angeles Public Library? There are countless less dramatic disasters that regularly plague institutions—from leaky roofs to the breakdown of air-conditioners.

Archivists, curators, and librarians know how to deal with the problems of inherent instability, poor environmental conditions, inappropriate storage and housing, and disaster vulnerability, and they are dealing with them every day. However, it is the scale on which materials are affected by these problems that makes the need for preservation so urgent.

Our nation's collective holdings are enormous and constantly growing—despite rigorous selection, sorting, and weeding processes. They are also diverse, containing many items that are products of modern technology—items that have latent problems that only time and use will reveal. What makes the preservation of these materials so difficult is the pressure of limited resources. Preservation programs take money—for staff, storage, maintenance, and conservation treatment. To do nothing is to risk irretrievable loss. Without our libraries and archives, we would soon suffer a national amnesia, grow uncertain of who and what we are, confused about where we are going and why. No longer pioneers and explorers, we would become orphans lost in a vast desert without map, compass, or hope.

What's to be done? Brittle papers, deteriorating films, overcrowded documents—all these call for our help. And for them to receive it, an organized, planned, and cooperative effort is needed. This effort must be supplemented by a commitment from professional associations and organizations, state and local government, and concerned citizens. Archives and libraries need helping legislation, money, and more trained staff—but if they are given these tools they will get the job done. We must do more than simply explore the issues; we must act now to provide the solutions.

The United States owes its birth to the words of Thomas Jefferson on a piece of parchment; its character as a nation has been determined by a document we call the Constitution. The greatest trials, tragedies, and triumphs of our more than 200-year history are recorded on paper, in books, on film, and magnetic tape. These records of our heritage housed in our country's archives, libraries, and historical institutions represent the best that we can be, the ideals that define us as Americans. We cannot, we dare not, lose such a priceless legacy.

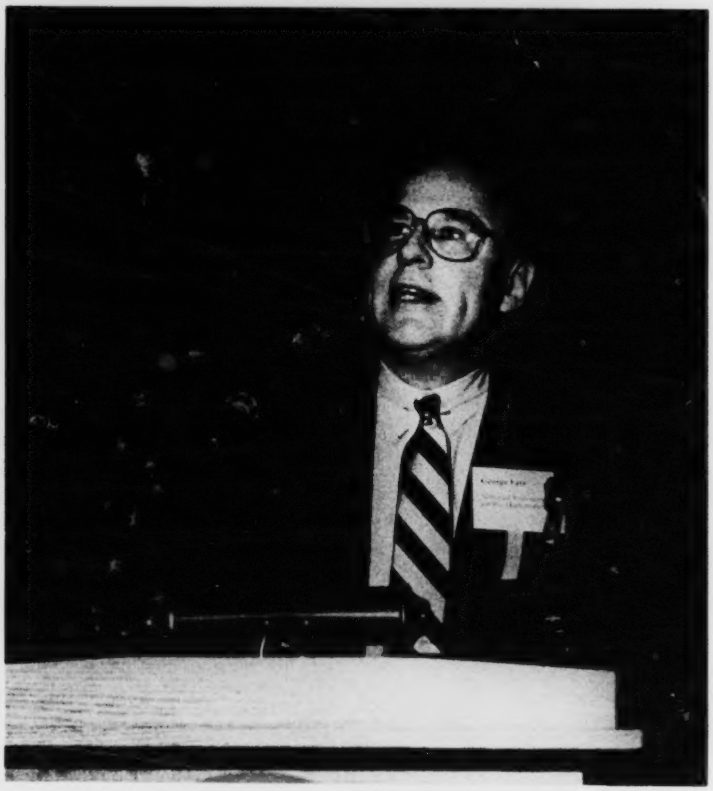
Current Climate for Statewide Preservation Efforts

The conference was reconvened the next morning by Trudy Peterson, Assistant Archivist for the National Archives, and moderator for the day's activities, who introduced a series of ten case histories describing specific examples of statewide or national preservation efforts. The case histories were preceded by two presentations describing the national momentum and current environment for state preservation efforts.

George F. Farr, Jr., Director of the Office of Preservation, National Endowment for the Humanities, reviewed the impetus for the conference, and for the presentation of specific examples and case histories of institutions and individuals actively involved in making preservation happen at the state level. He went on to list a number of national trends, in the areas of policy, standards, education, and outreach with implications for statewide preservation efforts.

George F. Farr, Jr.

Preservation as a problem, as an idea, is beginning, at last, to find a place in the national consciousness. Stories and references to the preservation problem appear with greater frequency in newspapers and magazines. We are even seeing short bites about preservation on television. The documentary film, *Slow Fires: On the Preservation of the Human Record*, is being shown for a second season on PBS stations across the country and is being rented or purchased for viewing by a surprising array of institutions and organizations. There are even cartoons about preservation, like the one in *The New Yorker* depicting a table of remaindered books outside a bookstore with a large sign hanging in the window that reads, "Last chance before everything goes on microfilm."



George F. Farr, Jr. (National Endowment for the Humanities) addresses the conference.

Moreover, many national organizations and federal agencies are according preservation a higher priority on their agendas. More and more statements describing the preservation crisis are being augmented by programmatic initiatives and a policy of public advocacy designed to engage this crisis. Congress is also taking a new interest in preservation in the last two years. Representatives Pat Williams and Sidney Yates have each convened special hearings on the preservation problem. Funding from the Endowment's Office of Preservation was increased by $8 million this year, and the

$500,000 annually to double the volume of its preservation microfilming. Three weeks ago, Senator Claiborne Pell, together with 19 of his colleagues, introduced a joint resolution to establish a national policy on permanent paper. The resolution calls for the use of acid-free paper for all publications of enduring value produced by the Government Printing Office, or through federal grants or contracts. It would also require the use of longer lasting papers for permanently valuable federal records.

The effort to stimulate greater use of long lasting paper reflects an understanding that preservation should commence at the beginning of the life cycle of a book or document, that it must not remain purely retrospective in nature. Steady progress is being made in increasing the availability of permanent paper, since there are now economic as well as environmental incentives for manufacturing alkaline, rather than acidic, paper. More than 30 paper mills are already producing alkaline paper and the International Paper Company has announced its intention to convert completely to the alkaline process. The American Association of University Presses has reaffirmed its commitment to publish on durable, acid-free paper. Last October, a committee was formed at the New York Public Library to solicit commitments from authors and publishers to put first printings on alkaline paper and, at the same time, the NYPL established a Center for Paper Permanency to serve as a clearinghouse.

Trudy Peterson (National Archives) reconvenes the conference and introduces the day's program.

In addition to progress in stopping the brittle book problem at its source, standards and procedures are in place for a coordinated national endeavor to preserve the knowledge contained in millions of disintegrating books, newspapers, serials, and archival materials. Cooperative projects are underway in institutions across the country to preserve the intellectual content of endangered collections of national importance—on a scale never attempted before. These projects will also generate new information and new techniques that can be shared with other libraries and archives embarking on preservation projects.

The National Information Standards Organization, which publishes the *American National Standard for Permanent Paper*, has made a major commitment to develop other preservation standards. Six standards projects are currently in progress, including the creation of two new national standards for environmental conditions for the storage and exhibition of library and archival materials. Related to the development of national standards are a number of research and development projects to improve our understanding of how best to preserve and store photographs, films, and sound recordings. The technology necessary for the mass deacidification of library and archival materials has been developed and should become an available option in the next few years. Research is also being undertaken to determine the viability of optical disk technology for preservation purposes. In this area of the national preservation effort, as in others, coordinated planning is essential. A new Technology Assessment Advisory Committee has been formed by the Commission on Preservation and Access to define a manageable research and development agenda for new technologies in preservation. The

Commission, in cooperation with the American Council of Learned Societies, is also convening committees of scholars to consider the research needs of their disciplines and the implications of these needs on selection methodologies for preservation and t[illegible] choice of appropriate preservatio[illegible]tments.

During the past five years the degree and sophistication of preservation planning at individual repositories has increased dramatically. Regional preservation services, such as those at the Northeast Document Conservation Center, the Conservation Center for Art and Historic Artifacts, and the Southeastern Library Network, offer a variety of preservation education and training programs, as well as on-site consultations. Similar programs are also mounted regularly by regional and national library and archival associations. Much more remains to be done to increase the number of trained preservation personnel, but the resources that we now possess should contribute significantly to the development of preservation programs within the states.

For some states, of course, we do not need to speak of cooperative preservation planning in the future tense. We will find in the course of the next two days that there are already useful models within some states on which to build. The effectiveness of statewide cooperative action is also working successfully as the organizing principle of the Endowment's national program for the preservation of U.S. newspapers. At present, 38 states, two territories, and eight national repositories have participated in this program, in which grants are made to locate, catalog, and microfilm newspapers published in this country since 1690.

After taking into account all these factors, it seemed an opportune time to take advantage of this momentum and convene a national conference on the development of statewide preservation programs. A number of national organizations and institutions immediately agreed to join together in sponsoring this conference. The breadth and quality of the response from the states here today confirm that creating cooperative preservation programs is an enterprise that now merits serious consideration by the institutions and individuals responsible for the stewardship of a vast array of resources held within our states which, in the aggregate, are essential for a proper understanding of the nation's history and culture.

Finally, I would want you to know that NEH stands ready to help in this effort. The Office of Preservation will henceforth encourage and accept applications for projects to plan cooperative statewide preservation programs. The Endowment hopes that this new grant category will ultimately lead to the creation of a coordinated preservation plan for every state, territory, and federal district in the Union.

Carolyn Morrow

CAROLYN MORROW, then Assistant National Preservation Program Officer at the Library of Congress, and now Malloy-Rabinowitz Preservation Librarian at Harvard University, reported on a pre-conference survey of individuals who planned to attend the conference to ask what, in their view, were the major issues and obstacles to getting a preservation program going in their state. She identified four common denominators that could either be expressed as obstacles or prerequisites to statewide preservation program development.

As George has said, the impetus for this conference came, in part, from the realization that a significant number of states are already in the process of developing statewide preservation programs. Enough common concerns have emerged and common understandings developed that it seemed a good time to share our experiences and perhaps arrive at a model, or a series of models, for preservation efforts on a statewide level. But the conference planners were also interested in what was on your minds as you accepted the invitation to come. Is a statewide preservation effort doable? And how does it relate to the other goals that are on your agendas?

Last week, amidst the hectic final decisions that are an inevitable part of conference planning, I called some of you—librarians, archivists, historians, and administrators across the country—and had a series of truly enlightening, fascinating, and downright inspiring conversations. After several years of talking and thinking "national, national" (ad nauseam) you reminded me of what is significant about statewide preservation efforts. I would squeeze my eyes shut and listen to each of you speak of the politics, the problems— and of the records themselves. It was also invigorating to hear about the differences between the states. It was the same fascination I feel on a clear flight from east to west, face pressed against the window, looking for the great rivers and mountain ranges, watching the cultivated land go from random-shaped parcels to even squares and rectangles, to great green circles amidst the brown earth.

What I discovered, listening to you, was that you are pragmatic and crafty, and opportunistic in the best sense of the word. Rather than hearing hopeless or discouraged voices, I heard about strategies for fitting preservation into the larger scheme of things . . . records management, collections development, and networking. I asked the question "What are the problems, issues, and obstacles to getting a statewide preservation effort going in your particular state?" Usually, before I got the question all the way out, you were already saying, "Yes, yes, of course, a couple things come immediately to mind."

Despite the vast differences in states I talked to (rural south, industrial northeast, Great Plains) there were several common denominators identified. These could be characterized as either four obstacles to statewide preservation program development or four prerequisites to statewide preservation program development.

1. There is either a sufficient preservation knowledge base among professionals in the state . . . or there isn't.

Several states mentioned the importance of grass roots training and information services as a prerequisite to thinking statewide; other states bemoaned the general lack of preservation awareness among professionals and cited it as an obstacle; and some mentioned that in the case of small repositories scattered around the state, other basic archival functions would have to come first. (That is, if repositories using part-time or volunteer staff haven't been able to even assess their holdings, they wouldn't be in a position to decide what to preserve.) Of the larger repositories, lack of knowledge about preservation was often tied to the fact that other priorities (such as space, automated systems, or cutbacks) dominated the energy of the "key resource allocator" (head honcho).

2. There is either a history of cooperation among institutions and repositories in the state . . . or there isn't.

Fragmentation of agencies and repositories was often cited as an obstacle to developing a statewide approach to preservation. Some described a "tradition of competition for financial resources, or even for collections," an "atmosphere of secrecy," "lots of old institutions used to acting independently," or a "lack of agency interaction in all areas, not just preservation." Some hopefully ventured that preservation might be the issue that could provide the impetus for cooperation and collaboration. One state mentioned the stunning success of their state's participation in the U.S. Newspaper Program, which necessitated cooperation where there was none before.

Clearly, those I spoke to felt strongly that already existing mechanisms for cooperation—such as an active NHPRC Records Advisory Board, a statewide interlibrary loan service, or a network of historical societies or academic libraries—could become lead-ins for statewide preservation efforts. In other words, a cooperative program could add preservation to its plate. Without a formal cooperative structure in place, preservation would be much harder to get going.

3. There is a lead organization ready to take the initiative in developing a statewide capacity for preservation . . . or there isn't.

Getting the right people together to focus on preservation was another oft-cited obstacle. One person mentioned that the key players weren't interested in playing, therefore there could be no preservation game. The issue of commitment surfaced repeatedly, of finding a home or a focal point for preservation in the state. One person said, "the problem hasn't been fully defined and no institution wants to take charge."

In states where statewide preservation efforts had been discussed, some cited no agreement on what was important to preserve, or disagreement about what the priorities for a state program should be, i.e. microfilming, conservation facilities, deacidification, a program focusing on the largest institutions, or one that seeks to serve all.

4. You either have the ear of the legislature . . . or you don't.

Although most people I talked to immediately cited "funding" (i.e., no slack in the state budget, impoverished state, etc., as an obstacle) when we talked further it was clear that the operative issue was really access to the legislature. One person pointed out, wisely, that "money for preservation was tied to awareness and appreciation of documentary and research resources in general—that the two issues couldn't and shouldn't be separated." Another described the legislature as "surprisingly enlightened, but fiscally conservative" and suggested that legislatures need to hear from real people (that is, constituents) on the subject. This was one of our reasons for developing the AV show you saw last night—popularization of preservation. This is the job that "Slow Fires" did for the brittle book problem when it aired on Public Television (and later on the closed circuit channel for Congress). Legislatures need to be reached, and then they will take responsibility and may choose to act. If the legislature is struggling with potholes, nuclear waste, the homeless, and raises for public employees, preservation (as Carole Huxley said last night) will need to be just as forcefully argued as being in the public interest.

Carolyn Morrow (Library of Congress) addresses the conference.

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These four common denominators to preservation program development: a sufficient preservation knowledge base in state; a history of inter-institutional cooperation and collaboration; a focal point for preservation in the state; and the ear of the legislature . . . I expect to hear these ideas and more echoed throughout the conference as we move towards defining the crucial elements of a statewide preservation program and identifying strategies for achieving them.

During the statewide conference that marked the close of New York's three-year project *Our Memory at Risk* (a project that Larry Hackman will describe next), three of us from Washington were asked to discuss the report from a "national" perspective. I remember asking why the Advisory Council's recommendations for action were listed as A,B, & C. rather than in priority order. The obvious reason, Larry pointed out politely, was because they were going to get done whatever they could whenever the opportunity arose. As I said before, you are opportunistic in the best sense of the word.

Washington, D.C. is great place to visit. It's also a great place to live. My commute takes me past Jefferson, Washington, and Lincoln—around the Kennedy Center, past the Watergate, and along the historic C&O canal. And there are always jets swooping in, close-by, reminding me of other places. So despite the irksome Congressional staffers in their BMWs, I never drive to or from work without being inspired anew about our nation.

But Washington is also an international city. My children, playing with friends from other countries, experience this diversity matter of factly. In my son's third grade class there are 28 children, nine of whom (32%) are from foreign countries. If I inquire what country a friend is from, my son may shrug, and on an off day reply, "Oh . . . Abazar? He's from Bulgaria, you know, in the Bahamas." My son and his friends aren't interested in diversity. But in the sameness and shared experiences that creates closeness and a sense of belonging. I, on the other hand, appreciate diversity. I fancy exposing my children to other cultures because it wasn't my experience. Born and raised in Illinois, I grew up in a town of 16,000 WASPS. We had one black family, one Jewish family, and one family of Democrats (and I think that one of those was also one of the other . . .) My family goes way back in Illinois, too. My grandmother, educated at Wellesley, returned to Illinois to teach in a country school. My Swedish great-grandparents, thrilled to arrive at last in Chicago, enthusiastically purchased a piece of land that turned out to be in the middle of Lake Michigan.

Born and raised in northern Illinois, educated and married in central Illinois, and becoming a parent in southern Illinois, I know Illinois very well indeed. And I think often of the rich texture and complete and intimate detail of those memories. Statewide preservation programs preserve that intimate history, as Karen Garlick said last night, "the blood and bone and memory of a nation." But statewide preservation programs may also be an opportunity to celebrate the history of the states—their individual textures and their differences. It isn't something that can be done from Washington, D.C. and that is why we are all here.

Case Histories

To begin the case histories, LARRY HACKMAN, Director of the New York State Archives and Records Administration, described the New York Document Conservation Training and Planning Project. Funded by the National Endowment for the Humanities, the project was a three-year process of identifying preservation needs and involving key players statewide. The project also gathered information and opinions as a basis for *Our Memory at Risk: Preserving New York's Unique Research Resources.*

Larry Hackman

Our Memory at Risk (OMAR) is neither comprehensive, nor is it a formal, statewide preservation plan, even for unique research resources. It offers an overview of conditions and needs in New York and an explanation of why improving these conditions is important to the public. OMAR is subtitled "A Report and Recommendations to the Citizens of New York by the New York Document Conservation Advisory Council." Of course, it also speaks to the programs—the libraries, archives, museums and others that have accepted special responsibility for these materials. It provides a statement of principles and assumptions that we believe should inform and guide how New York's needs are addressed. It lays out recommendations for doing so—recommendations to individual citizens, professional associations, to the programs that administer unique research materials, and, finally, 36 recommendations for statewide action.

Overall the report is a rationale, a framework, and an agenda for most of what needs to be done to preserve unique research resources in New York, but I do not think of it as a formal plan. I would like to share briefly with you the origins and the conduct of the broader "Conservation Training and Planning Project," of which OMAR was one product, and some of what we learned in the process.

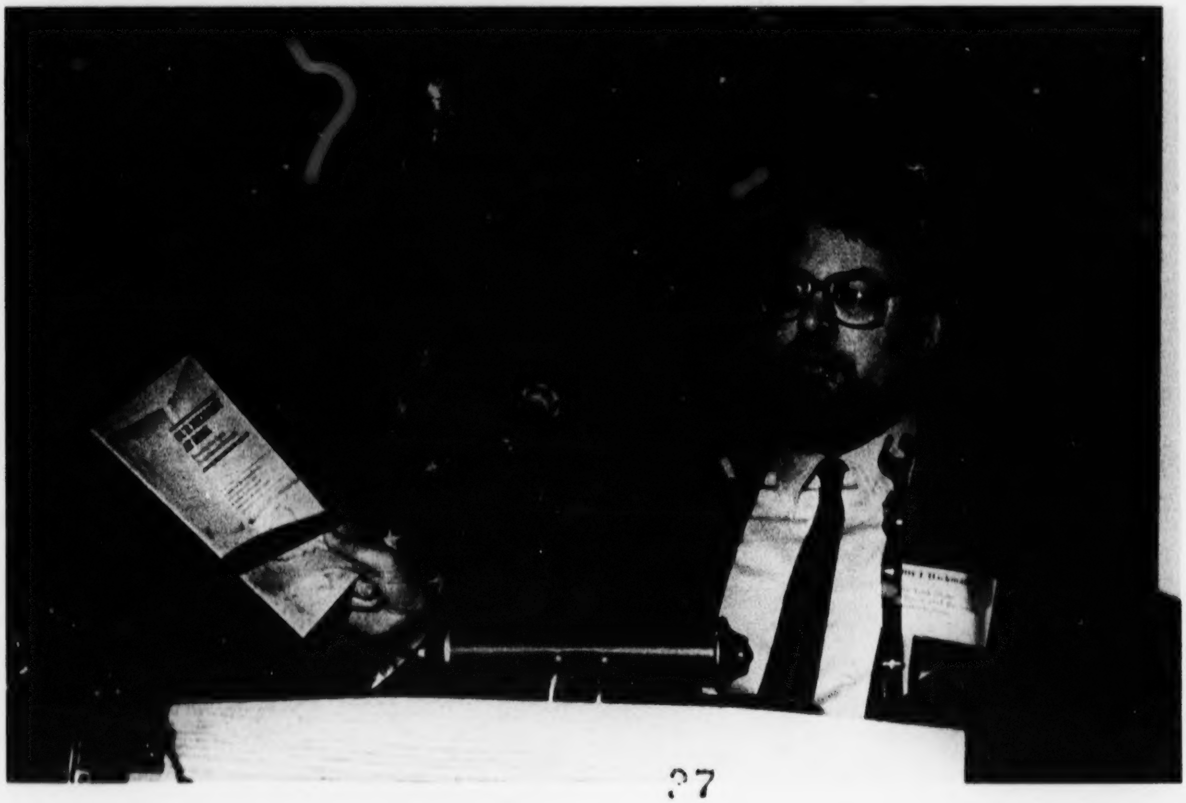
The origins of the project and of OMAR lie in a still broader project—the New York Statewide Historical Record Assessment and Reporting Project—undertaken by the State Archives and the State Historical Records Advisory Board in 1982/83. This project, partially funded by the National Historical Publications and Records Commission, looked at archival conditions and needs in state government, local government, and in nongovernment settings and identified a series of cross-cutting issues. One of the recommendations in the project's final, published report, *Towards a Usable Past: Historical Records in the Empire State* (1984), was that a statewide strategy should be developed for historical records preservation. The report went on to say that the strategy should be integrated, where possible, with preservation program development for libraries. Furthermore, written materials and training should stress the administrative and managerial aspects of preservation—how to evaluate collections, assess needs, establish priorities, formulate disaster plans, and relate conservation and microfilming programs to overall institutional collection development and management policies.

In accord with that recommendation, the State Archives in 1983 began to put together a grant application to the National Endowment for the Humanities for a New York Document Conservation Project. We asked the State Library to cosponsor the project for several reasons. First, many historical records are collected by libraries of various kinds. Secondly, we felt that statewide historical record initiatives should be integrated with programs of libraries and library systems. The State Library, a larger and older program, had ongoing ties to libraries, library systems, and library advocates statewide. The State Archives, which opened for research only in 1978, was the new kid on the block. Third, we knew that the State Library, in cooperation with the directors of major research libraries in New York, was preparing a legislative proposal to create a library preservation assistance program as a new title in the Omnibus Library Bill for 1984. We were not yet ready to propose a New York statewide documentary heritage assistance program; the Documentary Heritage Program Bill was finally proposed and passed in 1988.

In 1983 we did recognize the importance of influencing the State Library's plans. When I saw the draft of the Omnibus Library legislation late in the drafting process, I was concerned that its formal language referred only to "library materials." I was pleased that some modest wording changes were made to make clear what I think was already clearly accepted—that materials beyond those in libraries would be eligible. In recent grant cycles a substantial portion of project grants under the Preservation program are for unique materials in archives, historical societies, museums, and local government. John Townsend will give us a much fuller picture of that program later this morning.

The State Library agreed to cosponsor what became the New York Document Conservation Training and Planning Project, and to cochair the New York Document Conservation Advisory Council created to guide the project. The Library also coordinated two of four preservation management workshops that were an important feature of the project. The workshops sought to raise the consciousness of library and archives managers and of statewide and regional leaders that could be induced, by hook or by crook, to attend a two- or three-day program on preservation. The workshops reached 100 key individuals; a year later those folks and others in their region met to share information and experience and discuss regional preservation needs and cooperative program possibilities.

The Project also gathered information and opinions as a basis for the statewide report,



Larry Hackman, (New York State Archives) waves a copy of Our Memory at Risk, a report on New York State preservation needs.

and a draft was circulated for comment. The draft was discussed further in a statewide conference attended by more than 250 New Yorkers, as well as some national preservation experts. The report and recommendations were refined, published as *Our Memory at Risk*, and distributed widely to the library and historical records community, to the legislature and other key administrators in state government, and to other appropriate individuals and organizations. One might say that the aim of the project overall was to set some new things in motion and influence the direction of others already underway. From an archivist's perspective this included, but was certainly not restricted to, activities in the library community that would affect historical records.

What did we learn or confirm from this experience that might be of value elsewhere? First, I hope we have begun to treat preservation not only as a library issue, or an archival issue, or a scholarly research issue, or all of these, but also and primarily as a public interest issue, the nature and importance of which needs to be communicated to the public and to a broad variety of decision-makers and resource allocators. A document like *Our Memory at Risk* makes it easier to do this.

Secondly, we found that it also helped the professional communities that are concerned about preservation communicate with one another—especially if the process has recognized, involved, and sought to represent all parts of the community. This is especially important in New York where part of the problem and part of the solution will involve thousands of small programs, including amateurs and volunteers, and where the support at the community level is necessary. The major research libraries and state agencies in our state, by themselves, are insufficient to identify, preserve, and make available unique materials important to New York's citizens. Incidently, I was struck earlier by a comment about competition among agencies. I believe in competition, but I think a process like the one that produced *Our Memory at Risk* allows competition to take place on productive grounds rather than behind the scenes.

Third, I believe we confirmed the usefulness of developing, at least as an initial stage, an agenda—not a detailed plan. Establishing an agenda does not require the same degree of unanimity, specificity of actions and actors, or predictability about resources. But an agenda, especially one that is anchored in a specific set of principles and assumptions and suggested roles, promotes a coherent set of actions as circumstances permit. This has applied in New York, for example, as the State Library undertook a statewide disaster preparedness project drawing heavily on several recommendations from OMAR. Likewise, the State Archives and Records Administration has subsequently advanced several legislative and budget initiatives consistent with recommendations in OMAR. By basing them on recommendations in the report, we increased the level of understanding and acceptance in the library community.

Fourth, we strengthened our belief that preservation should not be treated as a separate issue. We may at times need to describe it separately to gain support from legislators and trustees, but in practice we need to keep in mind that preservation is inseparably intertwined with other functions—especially with acquisition, selection, description, and access. Institutions, and the service and regulatory agencies which seek to influence them, must not contribute to a functional isolationism.

The symptoms of the disease we need to treat are seldom exhibited only in the documents. The problems are just as often moldy managers and brittle staff. Together, as Carolyn Morrow would put it, they either build strong, coherent programs . . . or they don't.

Hiring a conservator or conducting a preservation audit is, in itself, seldom a crucial step. Helping an institution see itself as a program, not as a body of materials, is fundamental to achieving continuing progress—rather than a one-time preservation initiative. That is why *Strengthening New York's Historical Records Programs: A Self-Study Guide* (issued this month to more than two thousand repositories statewide) fulfills one of the basic recommendations in *Our Memory at Risk.* In it preservation is one of *five* core functions.

Finally we have learned what I think we knew already—that a project and a report are not sufficient for statewide preservation program coordination and action. We are left with several questions:

Do we need a more formal statewide plan? As we learn more and do more through our Conservation/Preservation Program and now through our Documentary Heritage Program, how do we keep these two programs, these two institutions, these two communities—librarians and archivists—working hand-in-hand rather than independently, and even at times, in rivalry? OMAR has helped, but is it sufficient?

What are reasonable standards for assessing success? In New York and any state, what is it reasonable to try to accomplish by the year 2000? How do we balance emphasis on retrospective treatments with attention to the new, unique materials we know are being created today and tomorrow?

How do we define state and local preservation needs and balance them against national and international perspectives, especially when the latter two appear to place a very heavy emphasis on the needs of the scholarly community and less on other values and uses? Closely related, how do we define sufficiently and realistically the appropriate roles of state government and of local government—something that is seldom talked about?

None of these issues is fully resolved, but all have at least been raised in *Our Memory at Risk.* In New York, none of us—archivists or librarians, conservators or historians, genealogists or legislators—can say that these questions have never occurred to us. All of us have a better framework for communication and a better agenda for action in the years ahead. I wish all of you the same.

Bridget Lamont

BRIDGET LAMONT, Director of the Illinois State Library, described another model for statewide preservation action beginning with grass roots interest, the development of a statewide information and outreach program located at Southern Illinois University and funded by grants from the state library, and (four years later) a statewide Preservation Task Force charged with the development of a statewide plan.

I am glad to be here today to share with you information on the scope and future of our program in Illinois, and also to discuss other issues that we are considering as we continue to develop, expand, and personalize our programs. I use the word 'personalize' to emphasize Illinois' reliance on the human aspects of our library network, and our philosophy that an effective program will reach every citizen who wants the excitement and the experience of holding an actual document or perusing a book.

Some tellers of tales open with "Once upon a time . . . " or "In the beginning . . . " The Illinois Cooperative Conservation Program story had several beginnings as a series of incidents converged to make it very evident to us that preservation was a program which merited attention, serious attention and planning, and ultimately inclusion into our statewide library network.

In our beginning there was Chester, Illinois, a Mississippi River community of about 8,400 people with a library built in 1888 and an operating budget of $60,000—which is very, very good in southwestern Illinois. As the story goes, when the community decided to celebrate its bicentennial in 1979, the local woman's club (how many of us have heard these stories?) decided to select as its project the preservation of the 1,300-item rare book collection at the Chester Public Library.

In Illinois we take cooperation and resource sharing very seriously and recognize that all libraries, regardless of their type or their size, have something to share and preserve. The Chester Public Library probably does not fit the image of a significant library collection in the way that the library profession equates great collections with major academic institutions. Nonetheless, the Chester Public Library had a plan and volunteers, and access to consultants through its regional library system, and through that system to expertise at Southern Illinois University.

Meanwhile, as the Chester project developed, two other incidents occurred which encouraged us to take another look at the preservation issue. Bill Welsh, the former Deputy Librarian of Congress, at the end of a sedate luncheon with the Chief Officers of State Library Agencies, exhorted us to do something about preservation in our states. As Bill worked his way around the room pointing his finger at us, I thought there were overtones of Professor Kingsfield in "The Paper Chase." I sat there trying to think of a quick response in case Bill pointed his finger at me and I had to stand up and say what we were doing in Illinois.

Back in Illinois, at a quarterly meeting with the Illinois Board of Higher Education and some leading academic librarians, as we talked about our Illinois cooperative collection management program and models used by libraries in Illinois, an almost innocuous comment was made at the end of that discussion—that preservation should be included in the consideration of cooperative collection development.

After this series of events, it was clear to us at the State Library that as the agency responsible for a network of over 2,600 libraries, preservation needed to be a critical element in our program of library cooperation. While it is the function of the library to make resources and information available, we believed it was the state's obligation to its citizens to provide them with a sense of history and the documents to understand their past.

Bridget Lamont (Illinois State Library) addresses the conference.

The Chester story led us to Southern Illinois University, and since our philosophy has been to build on local strengths, it was appropriate that the Illinois Cooperative Conservation Program (ICCP) was established in 1981 at Morris Library with the right people in place to insure success. This program, funded for six years through the Library Services and Construction Act, administered by the State Library, concentrated on consciousness raising, educational programs, reference services, consulting, and a limited conservation treatment service.

We were immediately impressed, in fact, I was staggered by the interest expressed in preservation—most visibly through attendance at many workshops. In the early years we saturated the library community with information about the importance of preservation, with fact sheets, posters, and a newsletter. We eventually produced a videotape on care and handling and provided an audio-visual loan service and intensive individual training sessions. Later the popular workshops evolved into a second level of teaching sessions on basic book repair and conservation techniques and a manual of procedures. I liked the way the workshops provided instant gratification; each participant received a kit containing tools and supplies so that the skills learned at the workshop could be used as soon as the participant returned to his or her own library.

By the third year of the program, with preservation becoming a household word, the conservation laboratory at Morris Library offered onsite consulting services and the examination and treatment of historical documents. Later we started implementing prototype conservation facilities in selected regional libraries. This has proved to be very popular, not only in metropolitan public libraries, but also in very rural Illinois, in the farmlands, where libraries serve 600 people. The board president of one of our regional library systems listened to our presentation on conservation and the demonstration facility, and set one up in his own library, a library that serves about 1,000 people.

Meanwhile, discussions about the future of ICCP made it clear that preservation was not a three-year grant project. We were heartened by the interest expressed by the library community, but recognized that preservation had a larger appeal for the general populace. We also believed that the State of Illinois had an obligation to assure the continuance and expansion of our preservation efforts. In 1985 we established a Materials Preservation Task Force. The task force had as its primary goal the development of a five-year plan for statewide preservation activities; the five-year plan should also build on what we had been doing the previous four years.

The task force was chaired by Kenneth Peterson, Dean of Libraries at Southern Illinois University. This was a clear signal to the library community that preservation was both for the large academic library and the small public library. Although our effort recognized the contribution of archivists to the preservation effort, we decided to start with a manageable universe (not suggesting that archivists are unmanageable) and so noted library materials in the name of the task force. We continued to benefit from the presence and advice of John Daly, Director of the Illinois State Archives, as a member of the task force.

The task force issued its report in 1986 with a five-year plan of action, responding to my challenge to develop a plan that was realistic. The plan recommended that the responsibility for statewide preservation outreach activities be transferred to the Illinois State Library, again clearly signifying the state's obligation in this area. The report advised that libraries join the scores of local historical societies in preserving the record of our past, thereby enabling us to understand the present and shape the future.

Planning for legislative action, for mandating preservation activities as part of the state's obligation, was in process along with a determination of staffing requirements at the State Library. The outreach and information components of the program continued with direction from Morris Library at Southern Illinois University. Disaster recovery workshops, a conservation program for museum personnel, and a series of new intermediate book repair workshops continued the momentum and the appreciation of preservation issues.

Our efforts in recent months continue in the convergence mode. The task force continues to meet. Over $100,000 in new grants have been made to individual libraries for local preservation projects and we have nearly $268,000 in proposals from individual libraries, many of them very small, facing us when we go back to Illinois.

The concept of a "Preserve Illinois" program has been endorsed by the Illinois Secretary of State who, fortuitously for John Daly and myself, also serves as the official Illinois State Archivist and State Librarian. Certainly the staff in the Governor's office are more aware of our preservation efforts now. Due to a political vendetta by the Governor for failure to secure a tax increase he had sought, our preservation legislation was held hostage for two years, along with other legislation, until it was finally approved by the General Assembly and actually signed by the Governor in August of 1988.

Our activities did not stop due to lack of a clear, legal definition of the State Library's responsibility. The preservation task force continues its work with the development of position papers on a number of topics including education and training, preservation selection, and regional treatment centers. Finally, the challenges facing us remain. Clearly in my mind we should have started earlier. We will now have to find a way to cover all the bases, for we started with the library needs first. We certainly need to do more to publicize the program with Illinois citizens, which we will now do under the banner of the "Preserve Illinois" program.

Some new challenges will face us and others are, of course, delayed issues. What are the priority collections for conservation? What are the relationships between library activities and archival and historical institutions? How can we ensure administrative attention and administrative commitment to preservation instead of treating them as peripheral activities? Who will pay the cost for the scope of this enormous, yet very basic activity?

Finally, our program's success has included those elements that drive library service in Illinois: building on local strengths, the human aspects of networking, personal commitments from individuals, collaboration among all types of libraries, continuing education responsibilities at the local, regional, and state level. Our belief is that libraries are a state asset and that libraries of all sizes—from the University of Illinois to the Chicago Public Library to Northwestern University and, of course, Chester Public Library—are equal partners in cooperation and preservation.

David Moltke-Hansen and Lisa Fox

A joint presentation by DAVID MOLTKE-HANSEN and LISA FOX described statewide preservation planning in South Carolina with the assistance of a regional preservation program. Moltke-Hansen, Director of the Southern Historical Collection at the University of North Carolina-Chapel Hill and former Director of the South Carolina Historical Society, described the political context for the establishment of a statewide preservation cooperative. Lisa Fox, Director of the SOLINET Preservation Program, described a project to train a group of six individuals in South Carolina to conduct institutional needs assessments.

The WPA guide to the Palmetto State starts out by declaring that South Carolina is the only former Confederate state never secretly to have wished it were Virginia. Yet pride is not enough to preserve identity. That is why four years ago a delegation went to Washington, D.C. to find out what help was available to assist the state in preserving its documentary heritage. Washington, in the person of Jeffrey Field (Assistant Director of NEH's Office of Preservation), managed to be politic, clear, and forceful all at once. In crude summary, Jeff said, "We may be able to help you strategically, but you have to have a strategy and it needs to fit ours." In short, his carrot was a stick.

At the time—spring 1985—NEH was prodding South Carolina to work with the regional preservation training and consultation program that NEH had recently funded through the Southeastern Library Network (SOLINET)—thereby tying needs and energies to the centralized effort to help address the regionwide lack of preservation resources and expertise. Meeting by invitation in the summer of 1985 (as Jeff had suggested), representatives of fifteen libraries, museums, and public records offices from across South Carolina agreed that their individual needs were, and would continue to be, beyond their individual resources and professional command; and

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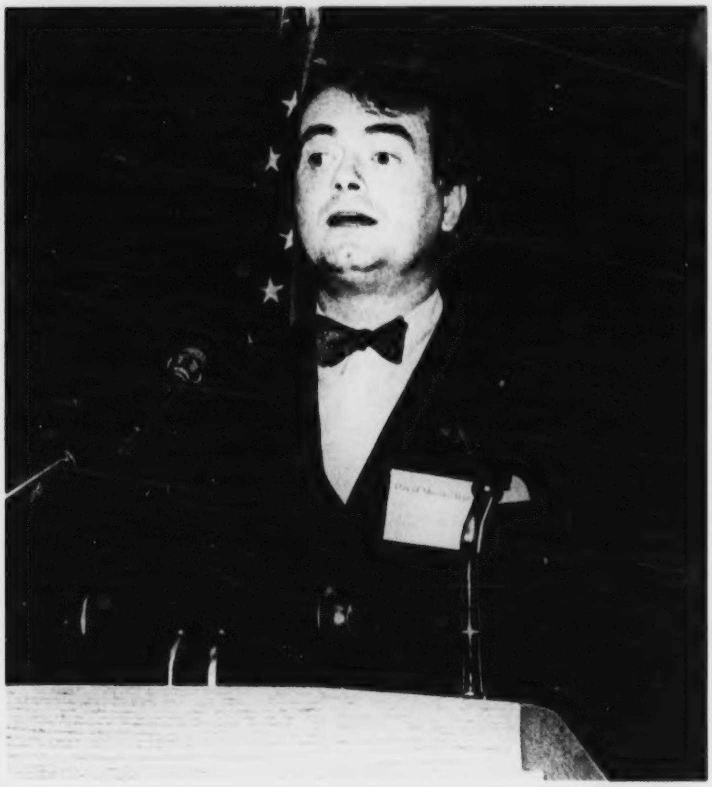

David Moltke-Hansen (University of North Carolina, Chapel Hill) addresses the conference.

secondly, that selective cooperation was an appropriate way to maximize the few resources actually or potentially available.

At this meeting, three crucial decisions were there in embryo: the idea of involving any interested institution, whether public or private, holding books and manuscripts; the idea of working with SOLINET; and the idea of pursuing cooperation at several levels simultaneously. The first of these decisions stemmed from two facts. There were few people in South Carolina with an interest in preservation. They came from diverse institutions and, by and large, already knew each other. Furthermore, the total number of repositories of any kind in the state is relatively small. The decision to work with SOLINET was made on the advice of NEH and because Lisa Fox of SOLINET proved to be energetic, enthusiastic, and essential. The third decision reflected geography and philosophy. Archives, libraries, and museums in South Carolina are clustered together, and could serve as natural bases for projects such as disaster preparedness, cooperative training, and shared use of microfilming, bookbinding, or other preservation facilities and expertise.

If the clustering of cultural collections offered opportunities for cooperative preservation activities, other factors not only fostered, but impelled statewide cooperation. In South Carolina the state archives is responsible for local government records, the state library supports local public libraries, and the University of South Carolina has branches throughout—yet these statewide networks have never been closely linked. Neither have there been strong linkages between relevant statewide professional organizations and interest groups. Exacerbating the problem is the fact that, while in many other states the state library, state archives, and state museum are administratively integrated, they are not in South Carolina—where independence is valued at every level. Therefore, there was no existing base for a statewide preservation cooperative; if there was to be one, it would have to be created.

The philosophical justification for such a creation was expressed in the phrase, "the preservation hierarchy," in a position paper presented in February 1986. The argument is that networks should be integrated vertically as well as horizontally to maximize effective cooperation and minimize redundancy. This principle also justified working with and through SOLINET. To translate the principle into action required cooperation from the major players in the state and creation of a statewide preservation cooperative to do on a statewide level what had already begun at a local level in Charleston. Finally, we needed an agenda.

Initially the agenda was set in response to the question: what should institutions across the state be doing cooperatively? Part of the answer was obvious—educating staff and the public to preservation concerns and identifying available resources (expertise as well as facilities) to share. Beyond these points of agreement lay uncertainty. In a gross sense needs were obvious, but their relative magnitude and significance were not. Moreover, priorities had to be established, methods for addressing them identified and developed, costs calculated, strategies for obtaining and maintaining support pursued, assignment of roles made, and organizational continuity fostered. More broadly, the members of the Palmetto Archives, Libraries and Museums Council on Preservation—PALM COP as we came to be called—needed to define and transmit their technical and technocratic concerns into public and institutional consciousness, and to translate consciousness into action.

If PALM COP is to succeed, its success will be political. It will have used its members' shared objectives to claim public attention and garner the necessary support. If PALM COP fails, it will be because the group was not political enough in the right way. Of course, one wants to be sanguine; something approaching "critical mass" has been achieved. The group has grown from a membership of 15 to 52. There are 13 public libraries in addition to the state library; six public records offices in addition to the state archives; 15 academic libraries; and 16 museums, special libraries, and educational programs from both the public and private sectors. Attendance by representatives from about 40 of these member institutions at the most recent membership meeting shows continuing enthusiasm. The brief being maintained by staff of the state's Joint Legislative Committee on Cultural Affairs (together with the invitation to speak to the Committee) promises some level of awareness and a sense of responsibility in that key body. The vigorous support and leadership being given by the state library and state archives means that the best placed people and institutions are behind the group and in the vanguard on the issues. The remarkable attendance at PALM COP sponsored workshops indicates that keenly-felt needs are being sensibly met. The development of a cadre of preservation consultants in the state—part of SOLINET's work—means that people are in place to meet additional needs and help institutions across the state become at once more sensitive and more professional on preservation matters. Even if PALM COP were ultimately to fail, a lot would have been accomplished. Yet, we believe that the foundation is there for sustained success.

Lisa Fox

What you have in David and I is a truly cooperative presentation . . . we can't even do one talk without cooperating on it. As we worked through how to divide up the subject for this morning's presentation we had various dignified-sounding descriptions: You know, he was giving background on the political context; I was discussing strategies. In fact, he is giving you the big ideas and I am giving you the picky little details about how this project worked.

The PALM COP project was included in SOLINET's second grant from the National Endowment for the Humanities. The SOLINET Preservation Program was established in 1985 to provide a regional program of preservation information and assistance. A second grant was submitted in 1986 to continue the program beyond its initial two years. The PALM COP project (about $40,000 of the $350,000 award) was to cover travel expenses to and within South Carolina and one half of my time. The project had three components or phases; I want to focus on what these components were, what went well, and what might have been done differently.

We proposed to select and train six individuals within South Carolina. Our goal was to take people with basic knowledge of preservation and develop a group of individuals with the requisite commitment and expertise to shape and support a statewide preservation program. The second phase was to conduct 24 institutional needs assessments. The goal was to develop a critical mass of institutions within the state who knew what their problems were and had some clear guidance on how to proceed in solving those problems. It would also give us a snapshot of the resources that exist and the problems that would need to be addressed in the development of a statewide program. The third phase was to develop an action plan. Let me now talk about these three phases in a little more detail.

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First, the selection and training of the interns. As David said, there was not a great deal of preservation expertise in South Carolina when we started shaping this project. That is one of those understatements that South Carolinians like to make. At the time we were planning the project there was no full-time preservation professional in the state. There is now one at the state archives. Furthermore, what we had on the PALM COP board were largely political appointments, people that we had put there partly for their knowledge, but partly for the clout they would bring to the project. We needed a second layer, or working group. The six interns were sought through an application process that invited anyone in the state to apply for the training (and the honor of working themselves silly over the course of a year and a half).

We ended up choosing seven interns. Two slots were reserved for the state library and state archives. These key state organizations had committed to making a staff member available who would subsequently help other public institutions—public libraries and public records offices—with their preservation problems. The other five slots were filled by an academic librarian, a museum librarian, an archivist in the state historical society, a archaeologist who also had detailed knowledge about environmental control systems, and a certified pest control operator who is now licensed for toxic waste disposal! (Preservation draws these people unto itself.)

All of these individuals were senior or mid-level staff—no directors—we wanted people who were in the trenches. The selection criteria were fourfold. First, they needed to have some previous knowledge of preservation, because we did not want to have to train them from the very beginning. Second, they needed to have made some serious contributions in preservation, because we were looking for people with staying power—people who had already been slogging it out over the years. Third, we required that there be a statement of institutional support from their director authorizing them for release time and subsidizing travel costs. In retrospect the institutional support was important, but asking institutions to subsidize travel to consult with other institutions was a bit much. In hindsight I am astonished that the seven institutions agreed.

Finally, we asked that they have—you know the phrase—strong written and verbal communication skills and problem-solving ability. We were lucky in the quality of applicants, but if I had it to do over I would find a better way to assess those skills. We should also have interviewed applicants to get a sense of personality, because in preservation you have to have people with good "people skills" who can go into an institution and sell a director and staff.

The training process for the interns was a five-day seminar. Choosing the seminar format for the training was a gift from the gods. The interns—instead of learning passively—were required to teach the sessions themselves and thereby take ownership of the material and assume responsibility. I knew that I was being a successful instructor when they quit talking to me and started talking to one another.

The second phase of the project was the institutional needs assessments. David began by saying, "You have to do 30," I said, "We can do six." We compromised at 24. We expected to be inundated with applications for the surveys and were disappointed to receive only 12 applications. With some arm-twisting from the state library and state archives we ended up getting 22. A number of institutions did not consider preservation relevant because they did not have rare books or special collections; one of the basic problems was a lack of understanding about what preservation encompasses.

The one-day, on-site assessments addressed every aspect of preservation. We also used the first round as tutorials. On the first five assessments I led the visit and two of the interns accompanied me. On the next ten, one of the interns led the visit and I and another intern accompanied. On the last seven they soloed. The interns got the chance to see some different approaches and different ways of going about the assessment. The assessments were pretty much what you would expect. One of the interns described it as simply, "filth and

Lisa Fox (SOLINET) addresses the conference.

squalor everywhere." In fact, we are thinking that the state plan itself might be titled "Filth and Squalor Everywhere."

We did not need 18 months on the project to say that buildings are overcrowded, care and handling is inadequate, and the staff needs more training. We could have done that by following the model of several other states—going in, poking around in a few repositories, and writing a report in a month or two. It would have cost a whole lot less, it would have been a whole lot easier and faster, and it probably would have generated a report that sounded pretty much like ours is going to sound. So why did we bother?

First, when I go back to Atlanta and stop earning Frequent Flyer miles, there are still going to be seven people with solid training and a solid commitment who are not going to rest—and that is a threat as well as a promise—until a statewide preservation program is in place. There are 22 institutions that are starting to improve their preservation efforts and are going to start hounding someone—the state library, the state archives, the legislature—for more staff, more resources, more training, more money. And finally, we have created a lot of stakeholders—in the PALM COP board, the key institutions, the interns, and those 22 institutions.

The state plan has yet to be written. In draft form it includes many of the components that have already been discussed—education, information, microfilming, and access to repair and conservation services. Finally, the stakeholders will have to go to the legislature for additional money, look for money in their own budgets, and seek additional sources of funding. From SOLINET's perspective the project has been a success already. The good news for 10 of the 50 states here is that SOLINET is hoping to replicate this project for the other southeastern states, as well as continue helping South Carolina.

Lorraine Summers

LORRAINE SUMMERS, Assistant State Librarian of Florida, described the development of a statewide plan for library disasters to minimize losses to collections and reduce replacement costs. Florida used a series of workshops to train representatives from 119 libraries. The project resulted in a statewide library disaster recovery network and the expectation that a broad-based statewide preservation program would follow.

The country was shocked in April 1986 when a midmorning fire began in the central facility of the Los Angeles Public Library and continued to burn for seven hours. Fortunately, no lives were lost and the fire was contained in about one-fifth of the total stack area of the library. Among the losses were 189,000 monographs, 6,200 periodical titles, and the entire U.S. and state documents collection. Replacement costs were estimated at $14 million. Approximately 600,000 books were water-damaged and in danger of loss.

Following the Los Angeles fire, the Florida Division of Library and Information Services, of which the State Library is a part, began to receive inquiries about what the state had done to prepare for library disasters. We learned that the state's civil defense plan indicated that communities should contact the State Library for assistance in library disasters! Amazingly, we did not know that we were a contact point in the event of a library disaster, and we had not prepared for such a role. When a call came from the broadcast media informing us that the Secretary of State would be asked during a live interview to describe the state plan for library disasters and recovery—we were convinced that something had to be done!

The protection of library materials during emergencies, and salvage after being damage,d had not been a high priority for Florida. Yet of all the states it certainly has a need for a disaster plan. The region is often struck by hurricanes, tornados, and severe thunderstorms. Libraries are frequently damaged by water from malfunctioning air-conditioning systems (which we use most of the year) and from leaking roofs. Most libraries in the state need to use their scarce resouces for library acquisitions and for systems to make materials available; nevertheless, the Division recognized that steps had to be taken to minimize losses to collections and reduce replacement costs.

With funding from the Library Services and Construction Act, the School of Library and Information Studies at Florida State University accepted a grant to develop a statewide program designed to reduce the effect of library disasters, especially those involving water damage, and establish a human resource network of librarians who could provide assistance in emergencies. Project Director John DePew was assisted by an advisory group consisting of two preservation experts and five Florida librarians. The specific goals of the project were to alert academic and public librarians in the state to the nature of fire and water-related disasters; to train librarians to prepare for and respond to emergency situations in ways that would minimize damage to collections; and to establish a statewide library disaster recovery network.

It was determined that the best way to meet these goals was to first survey the state's academic and public libraries to determine the status of disaster preparedness. Although it was obvious that Florida's libraries were not prepared to deal with disasters effectively, there was no reliable information on the extent of plans already in place or the willingness of librarians to participate in an educational program. The survey also provided a mechanism for alerting librarians to the need for disaster preparedness.

196 libraries were sent questionnaires and 92.2% responded. Of the respondents, we learned that 50% had suffered some damage

or disaster in the last five years, but 74% had no disaster plan. Of those that did, most dealt with evacuating people from buildings, not with the protection or salvage of materials. Ninety-six percent had not identified resources that would enable them to salvage their collections; 81% had not identified irreplaceable items; 82% had not identified priority items for evacuation; 86% did not have anyone to call upon with specialized skills; and 80% believed that preservation, including disaster preparedness, was needed at the state level.

The second part of the project involved conducting six regional workshops. Ultimately 148 people attended from 119 libraries. Library directors were asked to select a person who would not only implement the plan in his or her own library, but would also act as an emergency resource person for a geographic area. The workshop was not intended as an isolated event, but rather the foundation of a disaster resource network across the state—to be coordinated by the Division of Library and Information Services. Each workshop site was carefully chosen based on geographic affinity, type of weather problem experienced in that region, and by library area (countywide public library, multi-county library system, etc.). These considerations were deemed important to promoting the disaster support network concept.

Prior to the workshop, participants received *An Ounce of Prevention*, published by the Toronto Area Archivists Group, and workbooks to use as a basis for preparing local library disaster plans. Participants were asked to complete part of the workbook prior to coming to the workshop.

The workshop covered the planning process, components of a disaster plan, and recovery from a disaster. Participants were given hands-on experience in the recovery of water-damaged materials. After the workshop, participants were encouraged to complete local plans and submit them to the Division. They were reminded of their role as resource contacts in the event of a library disaster and they were encouraged to form local networks to facilitate disaster response.

The final goal of the project was to establish a statewide disaster recovery network. A library consultant was designated the coordinator for disaster recovery information and referral services. He maintains copies of the local library plans and the disaster referral file. Each participant was supplied with a list of those who have gone through the training program. The Division installed a dedicated phone line equipped with an after-hours answering machine to provide a prioritized list of phone numbers that can be called to reach a disaster resource contact. Audio-visual training materials and environmental monitoring instruments are available for loan. The Division will stockpile disaster recovery equipment and supplies and will join the Disaster Avoidance and Recovery Information Group, a nonprofit professional organization of information managers and disaster recovery planners in businesses and local government. Companies that offer disaster avoidance and recovery services are also members. Finally, the Division has been attempting to keep awareness high through articles in newsletters and other publications. Such

Lorraine Summers (Florida State Library) addresses the conference.

information includes the availability of equipment and supplies, news about emergency preparedness in the state, and local training opportunities.

There are ongoing considerations inherent in such a program, as well as broad, long-term effects. As with any undertaking of this nature, people are the key. It is crucial that those who have been trained continue local level planning and communicate with others in the network. It is also necessary that new people be involved in the effort and be trained to fulfill the role of emergency resource people, so that the network remains intact even though the people may change. It is clear that a coordinated effort is necessary to insure the program continues. For Florida, we believe this is an appropriate state-level role. The designation of a disaster preparedness and recovery coordinator, or liaison, is necessary to provide continuity and impetus to the program.

The project has been successful in raising awareness, not only for the issue of disaster avoidance and preparedness, but more broadly, for the preservation of collections. The project is now being viewed not as an isolated activity, but as part of a broader program to insure that adequate attention is being given to the preservation of valuable materials. The program has stimulated the state to define its role. By structuring a statewide, multi-library network for emergency support and training , there is now a precedent for cooperation in the area of preservation. The cooperative aspect of the program has been supported by library administrators and personnel, and there is every reason to assume that other such programs will have equally strong support.

For Florida, the next step is a full assessment of the preservation needs in the state's public and academic libraries and the options available to meet those needs. This effort is beginning next month. Without doubt, the success of the Florida Disaster Preparedness and Recovery Program has provided the state's library community with the motivation to proceed with this broader effort.

John Townsend

To complete the morning's session, JOHN TOWNSEND, of the New York State Program for the Conservation and Preservation of Library Research Materials, described their discretionary grants program which distributes $500,000 annually for the preservation of unique research materials. The program requires applicants to develop a detailed work plan. By asking questions about access, bibliographic control, research value, and institutional priorities, the application clearly indicates that a preservation plan must be integrated with other institutional activities, including those not always immediately associated with preservation.

In your information packet you have a copy of an article by Connie Brooks and Joseph Shubert describing the history and accomplishments of the New York State Program for the Conservation and Preservation of Library Research Materials. I will focus on one aspect of this program—the discretionary grants—which provide funding for preservation through annual competitive grants to libraries, archives, local governments, historical societies, museums, and a surprising number of other repositories of research materials. This afternoon, Joe Shubert will describe the part of the program aimed at the 11 largest libraries in New York (the Big 11) and the legislation that established New York's statewide preservation program.

Connie Brooks served as head of the program until December 1988 and she did most of the hard work required to get things started. During her first year, Connie regularly put in more hours at work that most of us spend at home. There are tales of her being found slumped over her desk, empty thermos at her side, and a new draft of the NEH application in her hand. But Connie would be the first to admit that these hours were as much practical expediency as altruistic dedication—since her primary goal was to prepare a request to the NEH Office of Preservation for funding for additional staff, an addition that would allow her to sleep at home once in awhile. The application was successful, the Mellon Foundation contributed matching funds, and as a result, I was hired in March 1987 to manage the discretionary grant program. Roxanne Peters followed in April 1987 to develop an education and outreach program.

The most important lesson in implementing a statewide preservation effort was, therefore, learned before I arrived. The lesson is that any grant program, large or small, must have sufficient staff to administer the grants. We also found that it is far easier to get funds for grants than it is to secure funds for staff to administer them. For example, the 1986 expansion of the 1984 legislation that put us in business created an entirely new competitive grant program for the Big 11, increasing funding for these libraries by 35%. At the same time, the discretionary grant program received a 150% increase in grant funds, but there were no new funds for staff to support increased activities in either area. I am aware that pleas for more staff usually fall on deaf legislative ears, perhaps not unlike the deaf ear that Julius Caesar turned to his soothsayer, but nevertheless, our experience not only confirms the importance of professional preservation staff in a program of this kind, but also suggests that it behooves the state agency responsible for the program to use whatever influence, incantations, exhortations, or outright sorceries required to provide for staff in the initial legislation.

Our work has been guided more by expediency than by reflection. From the very first weeks of the NEH project, there were scores of applications to read, a pile of money to give away, and a seemingly endless chain of reports, memos, meetings, and miscellaneous paperwork to get through. Now that things have calmed down just a little bit and we only have scores of applications to read, a pile of money to given away and a seemingly endless chain of reports, memos, meetings, and miscellaneous paperwork to get through . . . we have begun to sort out what worked and what did not.

John Townsend (New York State Program for the Conservation and Preservation of Library Research Materials) addresses the conference.

What really worked, right from the beginning, was the application itself. Pamela Darling served as consultant to the program before Connie Brooks was hired and drafted the guidelines and application forms for the first year. Subsequent revisions to these two documents have been substantial, but their method and goals are essentially unchanged. Pam's genius was to require that requests for grant funding be presented and evaluated within the context of the institution's overall operation, not just the immediate need to fix old books or repair old documents.

This may not sound like genius to some, so let me explain. By requiring applicants to state in detail exactly what they planned to do, why it was important, why it needed to be done now, and exactly how they planned to do it, the application became an outline for a preservation plan. In addition, by asking questions about access, bibliographic control, research value, institutional priorities and so on, the application clearly indicated that a preservation plan must be integrated with other institutional activities, including those not always immediately associated with preservation. Some applicants bucked at the paperwork involved in preparing this type of application. Others, most notably some of the unsuccessful applicants, told us that it worked. In the process of preparing an application, they learned how to plan for preservation of their collections. This was how we came to realize the value of the application as an education tool.

The testimonials did not exactly pour in, but enough did come in to convince us that our education and outreach program could begin by focusing, at least initially, on the grant application process. Our first official outreach effort was a series of five grant application workshops. Of course, the primary thing that all applicants want to know is how to get money. We told them how by telling them how to write a good application, but we also packed in a full day of instructions, examples, and advice about how to put together a preservation program. So far as we were concerned, a good application and a good program were practically the same. As a result, the next round of applications not only saw a dramatic increase in the number of applications, but the quality of applications improved significantly. We have since conducted five more workshops. The latest round of applications seems to be better still. By better, I do not mean that they are just more fundable from our point of view, but that they reflect an understanding of preservation issues and a greater degree of initial preservation planning.

During the course of these workshops we have also realized that the applications themselves give us the best picture of the status of preservation in New York. *Our Memory at Risk*, which Larry Hackman discussed this morning, recommends that our program conduct a formal statewide assessment of preservation conditions, needs, and progress every five years. Formal assessments do serve an important function, but they also require a considerable amount of time to develop, conduct, compile, and interpret. For us, the applications were a better deal. Our program was already underway. We had the applications in our laps—up to our ears at times. They came from all types of repositories and from every corner of the state. The plan of work with each application pointed out quite clearly what the applicants knew and, more importantly, what they did not know. Furthermore, since the evaluation process required review by three outside professionals—a preservation librarian, an archivist, and a conservator—we had a thorough analysis of the strengths and weaknesses of each application and the preservation effort that it sprang from. No survey or needs assessment could have told us so much so quickly. Speed was important because the program was going on its own and we were trying to catch up with it. I would agree with Margaret Child on the subject of surveys. "I would suggest," she says, "that there is very little reason to continue contemplating the extent of the problem in order to justify a beginning. It seems a more practical use of limited resources to turn our energies and ingenuity to devising action strategies and developing the infrastructure to sustain them."

An example of using information at hand is the Disaster Preparedness Pilot Project we conducted in 1988. Because our grant application assumes that disaster preparedness represents one of the most basic levels of preservation awareness, we ask applicants to describe what preparations they have made just in case the water main breaks, the river starts to rise, or the fire alarm rings in the middle of the night. In looking at the response to this question in the 1987 applications, we found that fewer than 10% of the applicants had a disaster plan. We also learned that a significant number did not know what a disaster plan was—since a first-aid kit, a fire extinguisher, and a burglar alarm do not make much difference in preventing damage to library materials.

With the help of an advisory committee drawn from New York's Office of Cultural Education (representing the state archives, the state library, and the state museum), we planned a pilot project and contracted with the Northeast Document Conservation

Center to develop guidelines for preparing a disaster plan, and initiate a series of workshops on how to deal with water damage. In the first round of applications following the pilot project, 68% of the applicants either had a disaster plan in place or were in the process of writing one. More workshops are scheduled.

We have also used applications to identify other educational needs, such as the need for realistic ways to improve storage environments and the need to inform applicants (and sometimes vendors) of the standards for producing archival quality microfilm. We have attempted to attend to the needs expressed by the applicants or, as is more often the case, the needs betrayed by the gaps in their applications. Out of this has come an overall plan of action for the education program. Based on our experience we have concluded that good preservation education is a prerequisite to a successful grant program. This is not a dramatic finding, and our approach has not been particularly novel, but by insisting on standards and norms for planning and performance, and by providing the means for applicants to learn about the standards, we have built a good foundation.

Because funding for grant awards was available long before personnel to develop an education program, we have not been quite as systematic, and not nearly as efficient, as we might have been. It was a little bit like having carpenters on the building site ready and waiting to put up the frame before the masons had even arrived to pour the footing. Reversing the order would have made more sense even if it meant not using the pile of money we had to give away until we could educate people on how to spend it wisely. This is probably heretical in a state agency, since not using funds immediately is often tantamount to losing them, but a cynic might suggest that bureaucratic heresy is as close to common sense as most state agencies are likely to get. Cynical or not, it is clear from New York State's Discretionary Grant Program that education is the infrastructure Margaret Child referred to as the prerequisite to effective action. Without it, any statewide program is likely to have a limited impact on the preservation problem it seeks to address.

In spite of our modest successes, we have not yet achieved a really sustainable program. With New York's present budget crisis, we have seen our ability to make site visits severely curtailed, our funds to provide outside professional review all but eliminated, publication budgets slashed, and our chances of securing state funding to continue the two NEH funded positions almost fade away.

The amount of funding for grants remains the same, which is good news of course, but I wonder how effective we will be in building the infrastructure required to sustain the preservation effort. Statewide programs must be sustainable beyond the initial legislative enthusiasm that gets them going. They must also be sustainable in spite of the economic vagaries of state funding.

Our work is still guided more by expediency than by reflection, as you can tell from these remarks, so we have not yet had time to sink into despair about the economic problems. Perhaps this is because we have come to think that economic bad times are just as ephemeral as economic good times. Things already look a little better than they did three months ago. Our lack of despair may also be because the problem of preservation involves more than economics. It is just as we tell the applicants—the difference between a good preservation program and one that doesn't work at all, is all in the planning.

During luncheon, state delegations were seated together so that they could begin the process of discussing how the information being shared applied to their own particular circumstances. A number of delegations took advantage of the opportunity to have a group picture taken that could be used to publicize the event in their state.

Above: Delegations from Washington and Oregon. From left, Vicki Kreimeyer (Washington State Library), Nancy Baker (Univ. of Washington), Layne Sawyer (Oregon State Archives Division), and Wesley A. Doak (Oregon State Library).

At left: Delegation from Rhode Island. From left, Merrily Taylor (Brown Univ. Library), Beth Perry (Rhode Island Dept. of State Library Services), and Madeleine B. Telfeyan (Rhode Island Historical Society)

To date we have surveyed approximately 220 institutions throughout our region. We think of these surveys as a tutorial process wherein we build enthusiasm, interest, and a certain amount of knowledge about the fundamentals of comprehensive preservation planning. The day-long visit is used as an opportunity for educating staff, senior administrators, and interested parties such as a board member. When the day's educational experience is over, a comprehensive report is written. Many of the institutions have used the reports to justify funding for preservation efforts. In fact, the utility of the reports is documented by the move on the part of funding agencies to require evidence of planning before they are willing to entertain requests for the treatment of individual objects.

Through the survey program we have also developed knowledge of the level of preservation sophistication in the region, of the needs of the collections, and of the resources that are available. We are also at a turning point at NEDCC. We are the oldest program funded by NEH, and as a result, NEH requested that we conduct an evaluation of our program and its achievements. Margaret Child served as the consultant for this evaluation and noted that one of the major achievements of the program has been the widespread impact of basic education about preservation issues. Margaret pointed to the fact that we have developed an infrastructure in the region which is capable of supporting additional services and additional project opportunities. We are proud of that, but we are almost unable at this point to keep up with the demand for services.

The survey program, for example, is extremely helpful to the institutions that have participated, but we can only provide a limited number of surveys in a given year. It is a labor-intensive and time-consuming process. We must now begin to look at ways to optimize ourselves as a resource for the states, as states begin to be more sophisticated and committed to making plans of their own. We want to be able to work more on the model of SOLINET working with PALM COP, or on our experience with designing and implementing the New York State Disaster Planning Project. This model allows a regional center to provide staff to administer a program to meet the needs of a state—in our case to use our special expertise and access to information to begin a process that New York eventually developed into a coordinated network for disaster preparedness. In addition, we are still there as a resource to answer technical questions based on our actual experience with disasters.

I hope that you will go away from this conference continuing the process of cross-fertilization and continuing to use the

From left: Trudy Peterson (National Archives), Karen Motylewski (Northeast Document Conservation Center), Paul Conway (Society of American Archivists), Nancy Sahli (National Historical Publications and Records Commission), Wesley Boomgaarden (Ohio State University), and Howard Lowell (Oklahoma Department of Libraries).

Karen Motylewski

The case histories presented during the afternoon of March 2nd included those which described some aspect of regional/national preservation activities with implications for developing state programs. KAREN MOTYLEWSKI, Director of Field Services at the Northeast Document Conservation Center, described the positive effects that outreach, consulting, and survey services can have.

The Northeast (at first New England) Document Conservation Center was started in 1973 as a cooperative effort. It was originally an arm of the New England Library Board and directed by a board consisting of the state librarians of each of the New England states. Since 1973, NEDCC has greatly expanded its services and its clientele—and expanded its region to include New York and New Jersey. Its board is now composed of members appointed by the state librarians, who are assisted by an advisory board appointed to represent historical agencies, academic and public libraries, and archives.

NEDCC was founded to optimize resources and expertise and to maximize what are, unfortunately, often limited funds for providing conservation treatment for materials with artifactual as well as informational value. Our clients range from major research libraries, state libraries and state archives to town records offices and local historical societies. Even the smallest repositories, however, hold unique and irreplaceable materials. Although the Center was originally established to provide conservation treatment, the additional roles of technical consultation and education (in the beginning on an ad hoc basis) have always been a mission of the Center. George Cunha, first director of the Center, recognized that conservation treatment was only one of the strategies critical to insuring that collections survive. Equally important to consider are such factors as the nature of the collections and their condition, the nature of the holding institution, the requirements for access, and the type and intensity of use the collections receive. In addition, preservation cannot be treated as an isolated problem, or one that can be solved by selecting a fragile, imperiled item and sending it to a conservator. A comprehensive institutional preservation plan is needed, including such programmatic elements as stabilization by environmental control, adequate housing, and security and handling policies.

In recognition of the broader preservation needs of its clientele, Ann Russell, Director of the Center since 1978, submitted a proposal to the National Endowment for the Humanities to formalize and expand the Center's educational and consulting services. At the time, in 1980, we were in the position of designing from scratch what we would offer to our region. NEDCC's new Field Service Office would provide subsidized preservation planning surveys throughout the eight-state region. The surveys looked in detail at the building and its security and environment, and practices that affect the preservation of the collections—including the level of preservation sophistication of the staff. In part because the surveys were subsidized, we were able to serve some very small repositories that nevertheless hold unique and irreplaceable resources for research. For example, the local town records office in Newbury, Massachusetts, holds intact a complete set of town records dating back to 1692.

Together, the staff of the Center represent a broad spectrum of expertise. Because the staff communicates with one another on a constant basis, we are able to stay abreast of technical developments in the field. The advantage of this for a regional program is that we reach a wide variety of institutions with this up-to-date information; that is, we are constantly collecting information and giving it back again in different contexts. This kind of cross-fertilization—the kind that is happening also at this conference—is the most productive kind of learning experience.

enthusiasm that is building to make programs happen in your own states and regions. To the extent that we or any of the other regional programs can assist, do not hesitate to call us. We are also here as a national resource to help keep you from making some of the mistakes that all of us have made who have been involved in designing programs.

Paul Conway

Paul Conway, then Preservation Program Officer at the Society of American Archivists and now a member of the Archival Research and Evaluation Staff of the National Archives and Records Administration, described the design of his evaluation of SAA's preservation education programs. Since 1981, SAA has conducted a broad education program reaching a thousand individuals in 850 institutions around the country with 40 workshops, a consulting service, a two-week management institute, and manuals on conservation and photographic administration.

I am happy to be here to address this distinguished audience of archives, library, and history professionals. During the last year, I have been working for the Society of American Archivists (SAA) to carry out a full evaluation of SAA's preservation education programs. I will briefly describe our programs to date, what has been learned, in a preliminary way, from the evaluation, and suggest the implications for statewide preservation planning.

SAA is the national professional association of archivists, with a staff of 11 in its Chicago headquarters. SAA's membership includes over 4,000 individuals and institutions. Continuing professional education is our central mission which we carry out through annual meetings, an extensive publication program, workshops, and seminars. In the last decade alone, SAA has offered 267 workshops for more than 5,000 participants. We now have a full-time educational officer charged with overseeing the workshop program and developing new initiatives in the education area.

In the area of continuing education for professionals we need to forge partnerships between national associations on the one hand and state level leadership on the other—with the goal of encouraging institutional change and ultimately raising standards of practice. The concept of partnership implies that all parties benefit. In the same way that computer technology bridged the boundaries that separated library, archives, and history professionals in the past, the challenge of preservation encourages new thinking about our common objectives. Likewise, our educational efforts should cross boundaries to give professionals the skills they need to transform the organizations in which they work. In the past, continuing education for professionals has largely emphasized individual personal growth. I am suggesting that, from an association's perspective, the educational activities that we provide should emphasize the organizational context first and deemphasize the personal aspects of education.

SAA's Basic Archival Conservation Program was developed in response to an emerging consensus in the 1970s that training in conservation fundamentals was the most pressing need for both librarians and archivists. During the last eight years, SAA has administered 40 workshops on basic conservation and on the administration of photographic materials, reaching a thousand people in 850 separate institutions around the country. We published two manuals on conservation and photographic administration that are SAA's most popular publications. In addition, SAA has administered a consulting service similar to that of NEDCC and held a two-week preservation management institute. In evaluating this program overall, we are asking first, who did we reach; second, are the program's goals and objectives responsive to the current conditions in archives; and third, what is SAA's role in addressing current and future needs? By the end of June we will have analyzed the findings from a series of studies and we will begin designing a new program to carry the association into the next decade.

The literature on preservation has grown significantly in quantity and quality during the part decade. A consensus has only recently emerged, however, on a definition of terms, and more importantly, on the priorities for undertaking fundamental activities. This consensus-making process, while typical of a rapidly changing field, greatly complicates any effort to describe, in a systematic way, the ongoing activities of the archival community. Therefore, the first step of the evaluation project has been to develop a model of ongoing activities and suggest a set of definitions.

While the model describes the basic activities that fall under the umbrella of archival preservation, it is understood that in the absence of unlimited funds, every administrative unit responsible for archival preservation activities must set priorities. Furthermore, the model itself, as well as the evaluation project, assumes that effective preservation requires planning and that preventive activities are given priority over conservation treatment (renewal) activities. Accepting these assumptions has important implications for how we interpret the findings of the study and, more importantly, how we apply the findings to future SAA activities in preservation education.

To begin the evaluation process, each administrative unit that participated in one of SAA's basic conservation workshops, about 400 in all, will be sent a questionnaire asking them to describe their preservation activities. In addition, they are being asked to assess the usefulness of four sources of preservation information. The questionnaire includes a measure of the size of the unit in terms of staff and holdings, to permit comparisons across a variety of types and sizes of institutions. The findings from this study will yield two important types of information. First, we will note the variety of preservation activities that are being carried out in the nation's archival repositories. Second, we will know how people responsible for archival preservation are presently educating themselves. Therefore we can gear our educational activities to the ways people are learning instead of the other way around.

I want to speculate a bit about the findings that we have so far. This is not based on the questionnaire, which is one week from being mailed out, but on information that has been gathered in the course of designing the questionnaire. First, archives, or archival units with responsibility for preservation, are incredibly diverse. They range from part-time volunteer shops to administrative units with 30 or 40 full-time paid professionals. We do the archival profession a disservice if we focus only on the largest and most visible archives, even assuming that the largest and most visible also have the largest or the most significant collections—which we have found not necessarily to be the case.

Second, even though the preservation knowledge base is weak and we recognize that we do not know as much as we should, the sophistication level is high in archives and libraries today. People know they have a problem. They even know what needs to be done, because we have been telling them for a decade. What they do not know is how to do it and where to go to get the specific information. This is significant. We often underestimate the level of sophistication in the population that we are trying to educate. We have some pretty savvy people in very small organizations.

Third, what is needed as a result of this sophistication is to raise the level of our educational endeavors to show people how to develop strategies, how to plan. In other words, how to carry out preservation management rather than isolated conservation treatments. While "hands-on" programs may get people in the door of a workshop, and they may be fun for both the participants and the instructors, they are not necessarily the most effective way to raise an entire profession's ability to manage its preservation problems.

Finally, we realize that there are glaring gaps in the published literature. There needs to be an increased effort to disseminate the near print information that is available in small circles, and to make this information much more available as formal publications.

The evaluation project that we have been undertaking has a number of important implications for statewide planning efforts. First, continuing education programs must be based on knowledge of actual weaknesses in a variety of institutional settings rather than on a set of idealized conditions. We know what the ideal is, but we do not know nearly enough about what is actually going on. More importantly, before we select the educational vehicle—whether a workshop, a consulting service, an information clearinghouse, or a centralized training laboratory—we must first identify specific learning objectives. We should know what we want to accomplish before we land another workshop on an unsuspecting public. Grounding educational goals and methods on actual practice requires the kind of detailed research that SAA has been carrying out this past year, and it may be one of the roles for a state coordinating body.

Second, from a statewide perspective, continuing education programs must equip participants with strategies for building preservation programs and for changing practices where required. Since most professionals work within administrative units, continuing education programs must recognize and, where possible, use specific organizational contexts as a point of departure. In practical terms this means targeting educational programs to particular types of organizations, teaching participants how to plan and set priorities within organizational contexts, and reinforcing learning with built-in follow-up activities. This final point is crucial. Everything that I have been able to determine so far, shows that one-shot educational programs, no matter what the vehicle, are ineffective unless learning is reinforced at some future point.

Third, the preliminary findings from SAA's evaluation project have reinforced the notion that neither individual grassroots efforts, nor a national top-down planning strategy are sufficient to address the problems associated with preserving our cultural heritage. State leadership in partnership with national associations can best encourage creative diversity, set meaningful priorities, target specific groups, and mobilize expertise.

The national associations, including SAA, are often overlooked sources of expertise. I can illustrate how a partnership between a professional association and state leadership could work in practice. We fully expect, for example, that one of our future education initiatives will be some sort of training in preservation management that emphasizes planning strategies. In the partnership model, SAA would stress educational needs, propose an appropriate method, develop the curriculum and supporting materials, and recruit and train instructors. A statewide education committee, or some other mechanism within the state, would provide guidance on the specific needs of the state, and on specific peculiarities—political and otherwise—that drive those needs. In this kind of partnership, states have the satisfaction of providing cost-effective, high-quality training on a scale they would find difficult to achieve independently. The knowledge gained from a nationwide program such as SAA's could be very useful, even for those states with the resources to develop and implement their own education programs. SAA is but one example; NEDCC and SOLINET are examples of regional groups that can also provide expertise for individual states.

In 1981, when SAA's Basic Archival Conservation Program was just getting off the ground, Robert Patterson addressed a preservation institute on the theme, "What should we do until the conservator arrives?" His answer, "Take responsibility and act now," remains true today. Rather than wait for the conservator or preservation expert, he said, "Librarians and archivists must take the responsibility for educating themselves about conservation. They must educate themselves to the point that they can design and implement their own programs." That was eight years ago and the statement is absolutely true today. The difference between 1981 and now is that we know a lot more about that educational process—through trial and error. It is now time to give real meaning to this concept of "lifelong learning" that continuing education experts promote, by forming partnerships to carry out needed research, basing our educational goals on research findings, and assuring that learning is applied in organizational settings.

By midyear, SAA, with the generous support of NEH and the cooperation of many groups, will have accumulated a significant part of the information needed to forge meaningful partnerships. In the domain of continuing education, as in so many other domains mentioned today, states do not have to go it alone; SAA and other national and regional organizations are ready and willing to provide the necessary expertise. I hope that you will take us up on the offer.

Nancy Sahli

NANCY SAHLI, Director of the Records Program, National Historical Publications and Records Commission, reported on the background and goals of NHPRC's state historical records assessment projects and their implications for state preservation planning. The NHPRC projects gave grants to individual states to analyze and describe current conditions, identify problems, frame potential solutions, and outline actions. The reports were virtually unanimous in their perception that preservation programs and services were an urgent, statewide need.

The National Historical Publications and Records Commission (NHPRC) was originally established by Congress in 1934 as part of the act establishing the National Archives. NHPRC is charged to develop plans, estimates, and recommendations relating to documentary source materials in American history. This makes us different in focus from NEH, which has a much broader subject coverage. Since its establishment under law in 1974, the Records Program (one of two grant programs at NHPRC) has had the promotion of coordination and planning as one of its key objectives.

To accomplish this, the Commission provides grants and develops programs to promote the preservation of documentary source materials, and supports activities that advance the state of the art, promote cooperative efforts among institutions and organizations, and improve the knowledge, performance, and professional skills of those who work with historical records.

In 1981, the dual threats of severe budget cuts and loss of the Commission's legislative authority led NHPRC to take radical steps. With $600,000 remaining from the annual grant kitty of $2 million (the same grant kitty we have today), the Commission decided to use the remaining funds for projects that would allow each state to assess the condition of its historical records and records programs, and recommend ways to improve the situation.

By historical records we do not just mean manuscripts or public records. We mean all kinds of original documentary source materials, including still photographs, motion pictures, electronic records, architectural drawings, engineering drawings, etc. One of our Washington State projects uncovered pancakes inscribed by hand in a small community—and included them in the guide to records in that state. While a pancake is an extreme example, NHPRC takes in a broad spectrum of materials and institutions.

The grants were to be awarded to the State Historical Records Advisory Boards—gubernatorially appointed boards established as part of the regulations for NHPRC's Records Program. The boards review grant applications and undertake planning and cooperative activities in the states. It was the Commission's hope that such an action would permit the states to proceed with their documentary program, even if NHPRC were not in a position to provide any federal assistance in coming years. Twenty-seven assessment grants, averaging $22,000 each, were awarded at the June 1981 Commission meeting for the first round of projects.

The specific goals of the state assessment projects—as defined by the Commission, its staff, and a crew of consultants brought in to assist us—were to examine historical records activities, programs, and needs in four specific areas: state government records; local government records; historical records repositories; and functions of statewide importance such as preservation services, education and training, archival and records management, advisory and assistance services, and program coordination. The state boards were charged with the task of analyzing and describing current conditions, identifying problems, framing potential solutions, and outlining actions that could be taken in the near future as well as over a period of time.

The reports were designed more as agenda documents than as true planning documents. They set the stage for further action. The self-study approach was intended to allow the states to identify local and state needs and priorities and determine the best way to address them. It also offered a means to build a consensus on archives and records issues among concerned constituencies, and it gave the state boards and state coordinators an opportunity to demonstrate leadership in archival affairs. The state coordinator is an individual, usually the state archivist or head of the state-funded historical agency, appointed by the Governor to chair the state board. Many of the state coordinators are in attendance at this meeting. The coordinators who undertook the projects were the individuals who really spearheaded the activity in their states and continued to provide leadership. When completed, the reports were designed not only to assist planning and coordination in the states, but to provide the Commission and other national organizations with data from which to develop more broadly based priorities and plans for the preservation of our documentary heritage.

By 1983, when the first reports from the initial round of assessment projects began to appear, the Commission had recovered both its authorization and its appropriation. To date, reports have been completed in 44 states, territories, and the District of Columbia. An additional four states and one territory have received funding for assessment studies but have yet to issue final reports. Five remaining states and territories have yet to apply for funding to undertake these studies. Our goal is to bring everyone into the fold.

What specifically have the state assessment reports said about statewide preservation programs? In one of the consultant's studies prepared for a 1983 conference to evaluate the first round of 27 assessment studies, Margaret Child (a name you keep hearing today) observed that the reports were virtually unanimous in their perception that preservation programs and services were an urgent statewide need. Statewide disaster planning, training programs for custodians of historical materials, environmentally secure storage facilities, and better control of the state microfilming programs are but a few of the needs cited in the reports. Very few states, however, called for the establishment of a conservation facility to provide statewide services, apparently because of a belief that historical records repositories could not afford such an emphasis, and therefore there would an insufficient volume of business to keep such a facility going.

Dr. Child's most telling observation, however, was that, depending on the activity and program, the state level may not be the most feasible level at which certain functions and services should be undertaken. If there was a shortcoming to the state assessment report process, it may have been the very fact of using the state as the defining element for all aspects of the study. In many cases it tended to put a set of blinders on the individuals undertaking the study, so that they failed to look beyond state boundaries or think in creative ways about configurations of institutions. Both broader and narrower units might be considered in this process, depending on the nature of the activity discussed and on geographic, demographic, cultural, and historical factors.

New York, for all its being cited as an example and a model, is not nirvana; nor are Alaska's problems those of Florida. It is often too easy for those of us who look at things from a national perspective to say, "Well, all the states are pretty much alike. There are 50 of you out there and some territories. The problems are basically the same. The solutions are basically the same." This is not true. You are well aware of this and those of us at the national level need to develop more sensitivity in this area.

This argument for diversity within the states, based on our state assessment report experience and other experiences at the Commission, should not be interpreted as criticism of the idea of coordinated statewide preservation programs and planning for these programs. Rather it is an argument for careful assessment of conditions, needs, and workable solutions within the individual state context, so that the most appropriate plans for coordinating cooperative action and services can be developed. Approaches that might be successfully undertaken in Massachusetts may be unsuitable in Montana. Of course, this does not deny that certain basics, such as a statewide disaster plan, are essential in every state, but it does suggest that not every state will end up with the same configuration of priorities. Some states will need to look beyond state boundaries more than others to the development of cooperative, interstate programs. It is somewhat ironic that the states that may need to do this most, those with small populations and rather large geographic areas, may also be the most independent and least inclined to undertake these cooperative interstate efforts. That is another matter altogether.

Leadership will come from different sources in some states than in others. In some states, institutions already have a tradition of cooperation; in other states there is fierce competition among institutions. Strong individuals in some programs may take the lead over others.

Based on NHPRC's experience with the state assessment reports, what lessons can we learn that will assist the more specific process of preservation agenda setting and planning? First, there is the need for careful planning prior to the development of the actual plan, or agenda. Individuals do not simply come together in a room one morning and emerge later that day with a workable agenda or plan. Informal discussion and networking must set the stage for more formal activity. You are not going to come up with a workable solution by coming together to draw up a constitution and bylaws. You need to do a lot of informal talking and schmoozing before you can get to the point where you will be comfortable being together, because many of you have not worked together before. The goals of the planning effort must be identified, and a methodology that is structured, yet flexible, developed.

A timeframe for the planning process should also be fixed as nearly as possible. There is nothing like the little crunch of time to get you on the stick and going. The NHPRC assessment projects were conceived as one-year projects, but in most states 18 months to two years elapsed before the final reports were printed and distributed. Since it incorporates both structure and flexibility, I was struck by the fact that New York's effort took three years. It is hard to know what the optimum amount of time might be for each state.

Resource needs for the plan and its process must be identified. I do not think this is something you can do with an all-volunteer effort. A provision for hiring staff was built into the state assessment. What sources are available for staff support and other essentials? What funding sources might be tapped? Who will seek this funding support and be responsible for its administration? Who should be involved in the planning process and how? These and other key questions must be addressed before any sort of formal process begins.

Second, the planning process itself must not be perceived as a static one. The idea is not to have an attractive report to put on the shelf or display at a single public meeting. Admittedly, those states in our program whose assessment reports were attractively packaged have certainly not been at a disadvantage, but the report must not be seen as an end in itself. Any planning document is merely part of the process; it is the process that must go on and have continuity. The states that have learned this lesson and taken it to heart (New York, Minnesota, Oklahoma, and Nevada among others) have benefited by realizing a significant percentage of the recommendations from their reports. For example, the relationship between *Toward a Usable Past*, New York's 1984 NHPRC-funded state assessment report and *Our Memory at Risk*, the 1988 NEH-funded report which you heard about this morning, is more than simply cosmetic. There is continuity between these two documents and the planning process they represent. Continuity of individuals and institutions allows for continued reassessment, monitoring, and amplification of an agenda; continued planning is essential if programs are to move forward.

Third, the planning process should not be narrowly defined as one involving only a small group of professionals from the library and archival communities within a given state. NHPRC encourages states to develop mechanisms for public involvement and commentary during the assessment process. Such outreach enables key constituency groups to buy into the process at an early stage, so that by the time a plan has been completed or an agenda set, the prospects for moving into an action mode are enhanced.

Several of the NHPRC state assessment studies benefitted from consultants outside the state who could provide a more objective view; the same would be true of preservation program planning. Despite the critical need for broadly based support, it is also clear that the success of a state assessment report (or any other planning document) depends to a critical degree on the initiative of a small group of committed individuals and institutions. I cannot overemphasize this. The NHPRC State Historical Records Advisory Boards that have received strong individual leadership from the state coordinator have demonstrated the viability of the planning process, and of state-based cooperation and planning efforts in the historical records area. None of this, however, would mean anything without the support of resource allocators; the final test of any plan is its translation into action. This requires money—from state legislatures, perhaps from federal funding agencies such as NEH or NHPRC, from the reallocation of existing institutional resource (a source too often overlooked), and from a variety of other sources in the public and private sectors.

None of this happens overnight, and perhaps the most difficult reality to accept is the amount of time and consistent repetitive effort that it takes to obtain the resources to develop and implement programs. This requires a steady selling job to all players who have some direct or indirect role to play in the process, including the political constituency.

In the years since the first state assessment reports were completed, we have been able to observe the states putting them into action. Each state is different in terms of what is feasible, politically viable, and necessary, yet most have shared in the process. The very act of participating in a common assessment and planning exercise has served to bring the state coordinator, state boards, and other key players closer together.

With the exception of the first round of evaluations mentioned earlier, the individual reports have not been sufficiently analyzed in the aggregate, or used to their full potential to influence national policy development, planning, or resource allocation; their potential in this area remains. Thus, their possible impact extends beyond the boundaries of each individual state to the entire nation and its historical records needs.

I might add that we have some interest now on the part of the states in conducting a second round of assessment projects involving those who were in the first round. Many of the states have independently undertaken an evaluation of what progress they have made in implementing the recommendations contained in the reports. The state assessment reports have made, and will continue to make, a valuable contribution to our knowledge of the planning process at the state level. We have a lot to learn from this example as we develop plans for statewide preservation programs.

Wesley Boomgaarden

WESLEY BOOMGAARDEN, Preservation Officer, Ohio State University Libraries, related institutional preservation planning to state preservation planning and described the formal preservation self-study process developed in 1981 by the Association of Research Libraries. The archives community is developing a similar planning process through a project administered by the National Association of Government Archives and Records Administrators.

Recently I have noticed a sharp increase in the interest shown to the term "oxymoron." Oxymorons, as you know, are those rhetorical combinations of contradictory or incongruous words used for epigrammatic effect. These days it seems as if everyone from William Safire to Geraldo Rivera makes mention of these etymological curiosities. Perhaps you can identify with some of these oxymorons: "normal adolescent," for those of you who remember that time of your life, or better, have children of that age. "Hospital food" and "Velveeta cheese" are on the lips of oxymoron epicures. For most of us, "happily married" or even "married life," have at times had an oxymoronic twist.

Even in preservation management, our own jargon appears to be oxymoronic. Take "disaster planning," for example. I know of none of my preservation colleagues who actually plan a disaster by setting a fire, sabotaging pipes, or praying for acts of God in planning a disaster. Or, how does our increasingly visible term "permanent paper" appear to scientists who study the biodegradability of materials in industrialized societies?

I, myself, may sound like a "mournful optimist" as I give you my own "impartial opinion" today. Before the vocabulary constabulary comes to take me away, however, let me assure you that I am finished with oxymorons for the day, because I am sure that "preservation planning" is most definitely not an oxymoron possessing any self-contradictory or incongruous effect.

I am here representing a large state-assisted institution, the Ohio State University, whose libraries face a serious preservation dilemma. I am also a resident of Ohio, a state with a rich documentary heritage, but also sobering and severe preservation problems. I am certain that my perspective could be translated, state by state, to all the others.

My perspective can also be summarized by three statements relating to the preservation of our collections at risk. First, preservation of important research collections is expensive. Second (and because of that expense), effective and timely preservation planning is not simply a good idea, it is essential. Third, only after libraries and archives have determined their own preservation needs, priorities, and interests, can collaborative and cooperative statewide, regional, and consortial efforts be an effective path to magnify what is essentially a local effort. Please allow me to elaborate on these three points.

First, preservation of research collections is expensive. Forgive me for belaboring the obvious: we would not be here if preservation of our collections had cheap, easy solutions. Recent cost studies have pointed out the considerable expense even of preservation microfilm. It costs roughly $80 to $100 to select, prepare, microfilm, catalog, and inspect the average 300-page monograph. Figures from the Association of Research Libraries indicate that there are at least 10 million unique volumes at risk in the nation's largest libraries. Microfilm is probably our most cost-effective preservation methodology, yet, there are many materials for which microfilming is not the most appropriate preservation solution.

In addition, the 10 million volume figure does not include the rich collections in the nation's archives, historical agencies, smaller universities, and colleges. Even with effective prospective preservation—such as improvements to the storage environment, increased use of alkaline paper, mass deacidification, more enlightened binding, and conservation treatment (all of which are also expensive) we still face an enormous retrospective preservation problem. Its magnitude and expense make it imperative that we plan our moves. Truly we have no dollars to waste.

The phrase, "If you think education is expensive, try ignorance," has become a popular fixture on office walls and automobile bumpers. In our case, I might paraphrase that to read, "If you think preservation planning is expensive, try winging it."

Point number two: It is my thesis that library and archives managers must produce effective, well-led planning studies to map out how to best use our limited resources. What is the point of local planning in the context of statewide planning? The local goal is to preserve all information important to the local readership in an appropriate format. This goal must mesh with statewide and national goals to preserve unique information of value in all collections.

With funding from National Historical Publications and Records Commission, the archival profession is developing a planning methodology through the efforts of the National Association of Government Archives and Records Administrators (NAGARA). The planning team examines facilities, holdings, and organizational context in order to make realistic recommendations for a preservation effort, acknowledging the limited availability of fiscal resources and trained staff. The NAGARA planning study process is a modification of the preservation planning program developed in 1981 by the Association of Research Libraries. To date, 16 research libraries have completed the planning process, many with assistance from NEH, and most of through participation in ARL's program of monitoring the planning process.

The ARL Preservation Planning Program is an effective model. It is based on the assumption that professional staff onsite are in the best position to assess their own institution's preservation situation and needs—when given a structured process, leadership, and the time to complete a good study. Having led such a study at Ohio State, I know this to be true. The process takes advantage of the expertise and natural enthusiasm of the library staff. The process is also based on the assumption that the chief executive officer stands squarely behind the preservation effort and participates with time and energy. In a large research library the ARL preservation planning program typically takes a full year and uses 2,000 person hours.

As part of the needs assessment, the local preservation study team examines critical preservation areas including, first and foremost, the storage environment. The needs assessment is really an exercise in asking the right questions. Of the collection's condition the study team asks, "What is the degree of damage and deterioration? What must be done to insure continued access to the information and/or artifact?" This is not a matter of answering the trivial question, "What is the percentage of embrittlement," but rather, "At what cost and at what level of priority do we act?" Of the organization of preservation activities within the library, the study team asks, "How well-organized are we for the routine treatment of materials? Where can the organization be improved to increase efficiency and our ability to microfilm, replace, repair, and evaluate the collections?" Of disaster control, the study team asks, "How vulnerable are we to the loss of portions of the collections due to catastrophe?" Of staff and user awareness, the study team asks, "What more can we do to reach those who handle the collections? How can we solicit their suggestions and ideas?" Of the preservation resources available, the investigators inquire, "What fiscal and personnel resources will be needed to insure the availability of important materials . . . into the next week, the next semester, the next biennium, or the next century?" And finally, of inter-institutional cooperation, the study team asks, "How does it benefit us to participate in cooperative preservation microfilming projects? How can we meld our top priorities for preservation into a statewide or other consortial arrangement?"

These areas of investigation and subsequent recommendations for action cover most of the necessary ground for effective preservation planning. The libraries that have participated in an ARL preservation planning program have subsequently experienced impressive growth in their preservation efforts, much of it due to the information gleaned from the study and the existence of written plans. Those institutions that have met with success have also realized that preservation is not a "project," but is instead a never-ending program like automation, cataloging, information services, and other expensive and complex functions. These institutions also recognize that bold implementation of a well-developed written plan is not an easy process. With increased demands for funds from every part of the organization, it is not getting any easier.

Implementation of even an outstanding written preservation plan is difficult. At Ohio State we have seen its difficulty firsthand. It is one thing to write an eloquent manifesto of needs; it is quite another to realize all the recommendations in a timely manner. Fortunately, well-written plans include realistic time lines, budgets, and targets. We bite off chewable projects for digestible timeframes. Success also depends upon leadership from the administration, cash, and some good luck.

Among the institutions that have participated in ARL's Preservation Planning Program, there is evidence of considerable success in implementing their plans. All have developed disaster contingency plans after outlining the process in the overall plan and all have established preservation units to oversee preservation activities librarywide. Several have used the great public relations value of their plan to get funding to significantly upgrade heating, ventilating, and air-conditioning systems. One is leading a national program for the preservation of biomedical literature. Others are working closely with micropublishing firms to preserve important collections at a considerable cost savings. All have significantly increased the visibility of preservation at their institutions. To recite the list of successes would take more time than I have today, but I am convinced that most of these successes and activities would not have been started without the formal study and planning process. These libraries are now equipped to act locally and cooperatively.

Which leads me to my final point. Local plans which identify local needs and priorities are essential for effective statewide collaboration and cooperative action. I have no citations from Machiavelli, Von Clausewitz, Adam Smith, or even, God forbid, Ayn Rand; but I believe that it is true that libraries and archives—like all institutions, nation states, and individuals—act naturally out of self-interest, and in the interests of their clientele. There is a growing number of libraries, archives, historical societies, and other repositories (large and small) who are prepared to act (out of enlightened self-interest) to preserve their collections. Planning has prepared them for sound, realistic, immediate, and considerable action. I am hopeful that statewide preservation planning efforts and funding for statewide programs will provide the additional support needed to complement the important work of national organizations and federal agencies working to preserve our nation's cultural heritage.

Because of its enormous expense, preservation requires careful, thoughtful, and well-guided planning at the grassroots level—not just centrally at the state capital or even the nation's capital. Our nation's collection must be preserved one page, one document, one map, one recording, one newspaper, one book at a time. The cumulative effect institution by institution and state by state is a concept that makes sense.

Howard Lowell

HOWARD LOWELL, then Administrator, Oklahoma Resources Branch, Oklahoma Department of Libraries, and now Delaware State Archivist and Records Administrator, described the findings of the 1986 National Association of Government Archives and Records Administrator's report on the preservation needs in the nation's state archives. He went on to comment on the implications of the report for future action by the states, and by NAGARA on behalf of the states.

"Serious danger threatens the nation's archival record." So begins the 1986 National Association of Government Archives and Records Administrators' report, *Preservation Needs in State Archives.* The report is but one product of a year-long assessment study that included detailed questionnaires completed by 43 of the 50 states and site visits to 10 states.

The NAGARA study found a preservation crisis in the nation's state archives. If this challenge is not successfully met, many of the 2.5 billion paper records held by state archives—not to mention valuable government information that exists in the newer recording formats even more transitory than paper—will be inaccessible to researchers by the mid-21st century. The prestigious Committee on the Records of Government struck a similar theme a year earlier, concluding that, "The United States is in danger of losing its memory."

Ed Bridges (Alabama Department of Archives and History) wrote in *Documenting America,* based on his analysis of the first round of state assessment projects sponsored by NHPRC, "No state archives addresses the preservation problem with confidence, and none can boast any plan that promises success." This finding is not surprising when one understands that, again quoting Bridges, "State records agencies are in an impoverished condition and currently unable to provide adequate care for their records." Bridges used the familiar phrase "cycle of poverty" to describe the condition of state archives. Three years after the NAGARA report, we are slowly starting to break this cycle of poverty in the preservation arena. However, the absence of comprehensive programs simply means that the survival of permanently valuable information, for which state archives are charged by statute as well as by society to preserve, cannot be assured. To respond to the preservation challenge will require bold, innovative efforts by archives administrators, citizen activists, government leaders, and the private sector—all working together.

Records and the information they contain are at the core of our democratic society and governmental operations. Indeed, imagine the chaos of trying to govern without records. Records provide officials with the information needed to make decisions. They chronicle the legal responsibilities of federal, state, and local government. They protect our rights as citizens. They provide a link to past policies and programs documenting the principles and experiences on which government decisions are based. They are vehicles to insure accountability for the actions of public officials. They are also an indispensable cultural resource for understanding the American experience. Yet NAGARA, at the end of its study, concluded that no state archives is meeting the preservation challenge adequately.

Let me describe the factors that we identified as causing the preservation problem in archives. For those of you who work in libraries, these will sound familiar, but slightly different in emphasis. First, there is the enormous volume of unique records that the state archives hold and continue to acquire. NAGARA's data indicated that state archives collectively hold slightly more than a million cubic feet of records, adding some 50,000 cubic feet annually. A second factor identified for state archives, which could be applied to all archival settings, is the problem of diversity of formats for government

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documentation, and in particular, the challenge posed by electronic records generated in the past two decades. A third factor is the inferior quality of paper that government offices have used and continue to use. While many state records programs have the statutory authority to set paper quality standards, NAGARA learned that most have not. The fourth cause, as we all know, is the natural physical deterioration that occurs as records age and are handled. Here archivists may be in a better position than our library colleagues. So many of the individual items in our collections are not subject to continual use and handling. Indeed, some would argue that the archives preservation challenge can be satisfied to a large extent by proper collection housing. Unfortunately, the fifth factor NAGARA identified is an almost universal lack of satisfactory storage conditions for our archival heritage—even in some of the newer facilities.

This final factor is also one of the major areas of change that is taking place since NAGARA produced its report. There are at least 12 states that have either built, or are in the process of planning, new state archives facilities. I find this a very remarkable fact, given the situation less than five years ago.

The NAGARA study also examined preservation needs. NAGARA's litany of needs is not revolutionary, nor will it surprise any in this audience. We share these needs with all archives, libraries, and documentary records repositories. NAGARA found the need for improved physical housing for collections—including better facilities, environmental controls, security, and archival quality supplies. We found the need for a coordinated research and development program that would lead to definitive standards and guidelines, evaluate current procedures, and suggest new preservation methods and conservation treatments. We found the need for enhanced preservation education opportunities to give archival staff the expertise that they need to carry out effective preservation programs. We identified the need for additional regional preservation support programs to provide information, training, strategic planning assistance, and treatment services in coordination with other preservation initiatives. We found the need (perhaps more unique to the archival context) to reevaluate the traditional criteria by which we appraise, manage, and make accessible government information. Along with this is the need to address the processing backlogs that many state archives face. Finally, there is a need to increase both the quantity and especially the quality of preservation microfilming programs in state archives.

Attention to this last need is emphasized in Linda James' 1986 study of state archives microfilming programs, *Standing the Test of Time.* The James report is disquieting in its conclusion that officials in most states, "are failing to insure the adequacy of microfilm that is destined to serve as a security or replacement copy for valuable state and local records."

Finally the NAGARA study pointed to one overarching need, to develop a new tool to aid preservation decision-making, strategic planning, policy determination, resource allocations, and program development and evaluation in the archival context. While many excellent tools exist in the library sector of our common research resources community, NAGARA concluded that these tools are not easily transported to the archival environment. For example, if more than 2,000 staff hours are needed to develop a preservation plan, as Wes Boomgaarden described for the ARL Preservation Planning Program, for most archives it would take a lot longer than one year to complete.

NAGARA did not stop with simply listing needs, but offered a series of actions to begin to address them. First, with support from NHPRC, NAGARA is moving forward to develop a preservation planning assessment tool with a project based at the Georgia Department of Archives and History. Other proposed NAGARA actions include enhanced preservation management training for state archives personnel, expansion of existing preservation activities in individual institutions, coordination of a national preservation research and development agenda together with our library colleagues, and working with the Council of State Governments and individual state leaders to bring the preservation crisis to the attention of state officials.

This last action item may be the most important, because ultimately, the preservation challenge in state archives can only be successfully addressed at the state level, with adequate resources for state archives to provide adequate care for their holdings. This is proving to be a tougher initiative than we originally thought.

In 1978, California conducted the first statewide preservation needs assessment that included both archivists and librarians. It was soon followed by a 15-month project in the western states during which librarians and archivists together began to identify preservation needs. J. Michael Bruer, who was at that time working for the California Library Authority for Systems and Services wrote in the final report of the California project, "There are no easy remedies, but the situation is not yet hopeless if immediate steps are taken under competent leadership and if adequate resources are judiciously applied to reverse the trends." Bruer's observation rings as true today as it did more than a decade ago. The difference today is that there is an opportunity through mutual effort to move the preservation agenda in each of our states and collectively among our states toward the coordinated program that California envisioned in 1978.

In state archives, as in almost all humanities resources repositories, the preservation needs are critical, the time is short, the financial and staff resources often inadequate, and the consequences of not acting to meet the preservation challenge are dire. If we fail, state archives will not be able to fulfill their trust as guardians of much of this nation's public documentary record—essential to Americans to establish their rights, understand their past, cope with their present, and plan for their future. Those of you who have heard me speak on preservation know that I am fond of quoting C. Northgate Parkinson who once wrote, "Delay is the deadliest form of denial." For me, his observation is particularly appropriate to the preservation challenge. For us to delay action now in effect is to abdicate our responsibility for the library and archival resources entrusted to our care, and deny future generations of Americans access to their rightful documentary heritage.

Legislative Efforts

Following the case histories and audience discussion, BARBARA WEAVER, State Librarian and Assistant Commissioner of Education in New Jersey, introduced the topic of legislative efforts and described the authorization and implementation of a state aid program of preservation grants for libraries in New Jersey. Weaver introduced the five-person panel—librarians and archivists who had all had considerable legislative success in their own states.

The panel was preceded by a presentation by ROY BLUNT, Secretary of State of Missouri, who talked about strategies for involving elected officials in the mission of libraries and archives. The major strategy, according to Blunt, is to communicate to elected officials why they should be involved and responsible. He pointed out the importance of initiating discussion between all interested parties and then moving to get the job done. In closing, he commented on the need to move from planning to action, while remaining flexible.

Roy Blunt

It is an honor to be here with a group of individuals who seldom assemble together—state archivists and state librarians. I am particularly pleased that there are three Missourians here: Gary Kremer, the Missouri State Archivist whose agency is an important part of the Secretary of State's office; Monty Hightower, the Missouri State Librarian; and Regina Sinclair, who is here from the University of Missouri. I might also mention that all three of these agencies, together with three others, met last week in my office in the Truman Building in Jefferson City to talk about putting together a cooperative preservation effort. We feel good that what the communities here are doing nationally, we are also doing in our state.

It is also interesting for me to make this presentation preceding a panel that brings a great deal of legislative success to the podium, and I am eager to listen to what they have to say. I also want to point out, for the record, that the Missouri General Assembly is meeting today . . . and I am not here to purport that I am any sort of master of legislative activity. If I did, the Assembly might hear about it and would quickly decide that it was time to teach me an important lesson, one I hope I have already learned. We have had success dealing with the legislature in Missouri these last four years, but a large amount of that success was really due to having advocates in the General Assembly.

I believe our focus today is incredibly significant. The most important obligation of a generation is to pass along values and heritage to the generation that follows. If we fail to do that, we have failed in our primary responsibility. This responsibility includes, of course, the requirement that we preserve all legal, cultural, and historic documents. This requirement has to be established in law—otherwise it is not really a requirement—and it also has to be funded, two things that everyone in this room understands. Therefore this requirement, as an absolute necessity, involves working with elected officials.

In July 1988, a number of archivists in the audience today were in Annapolis for a meeting of NAGARA. I was there speaking after a panel on the topic of "Archives and the Elected Official." Listening to the panel that day I made a few notes. These are close to exact quotes: "You should never underestimate the ego of your elected official." A second quote, "We have to establish a shadow government that understands the system and" (the emphasis was on the and) "is well-motivated." The implication, of course, being that many people understand the system, but few are well-motivated to use it.

Another observation that I noted was, "You can never be too cynical in your approach to these people." And the fourth observation was made at the end of a substantial discussion about the first three, "We have to remember that there are many elected officials who are, in fact, well-motivated."

In these four statements there are a variety of points of view about what happens when you deal with elected officials. But each of them recognizes the ultimate need to involve elected officials. I first wrote the phrase, "work with," but decided that it might not reflect what I wanted to say. At least *involve* elected officials, whether you think you are going to be successful in actually working with them or not, because involvement with elected officials is imperative in order to get things done.

For the last four years, we have been working hard in Missouri to create a sense of what we have in the Missouri State Archives and instill a sense of responsibility. We have worked with legislators, we have worked with others in state government, many of whom used our services but really were not aware of what the Archives had. We worked with people who should be friends of the Missouri State Archives, but who had never had it explained to them why they should be. For example, we have documents in our state archives, as you all do, that are unique. We have documents that are older than the Constitution of the United States, older than the Declaration of Independence, that are in French and Spanish and reflect the unique heritage of our state. Each state has documents such as these that reflect its uniqueness and should be of interest to state government. We are primarily, after all, a governmental archives—something that not only legislators who are part of government need to understand, but that other repositories in the state also need to understand. Competition can be a significant hindrance to preservation efforts.

Missouri has a formal statutory records and archives program that is 25 years old this year. Of course, we had an archives long before that, but 25 years ago the General Assembly placed the obligation for archives and records management in the Secretary of State's office. Before I was elected Secretary of State, the program was in rented space for 20 years, space that the state had actually paid for a number of times, but had never managed to own and make a permanent commitment to. Consequently, environmental control was never a part of our program.

On one of my early trips to look at another state archives, in preparation for building our own new facility, I visited the Kentucky Department for Libraries and Archives. I asked about their temperature variance and was told that they consider a temperature variance of eight degrees acceptable. In our

Roy Blunt (Secretary of State, Missouri) addresses the conference.

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building at the time we reached summer temperatures of 110 degrees and in the winter we occasionally have water frozen on the floor. I quickly calculated 110 to freezing and told our Kentucky hosts, that eight degrees was well within our standards.

This story and others, and some trips by state legislators with me, convinced the General Assembly in 1986 to appropriate $20 million for a new building to house most of the Secretary of State's office, including the state archives, and also the state library. As many of you have already done, we will be establishing physically, the Missouri State Archives as a significant part of state government. We had a unique opportunity to make this happen. We had a new Secretary of State, a new director of records management, a new State Librarian, and the President of the State Historical Society was a legislator friendly to our efforts. We were able to avoid the issue of turf and, because of that, did something nobody had done before—got a major building project through the Missouri General Assembly in one session!

Let me emphasize that the most significant reason for our success was that two leading legislators made trips with me to other state archives and became convinced that we had to do something—that there really was a valuable heritage to be saved, that we were well behind in our efforts to preserve that heritage, and that we had to do something and we had to do it soon.

In the time remaining I want to give you several examples of how we created a greater awareness of historic documents in Missouri. Even though we have over 3,000 people each year come to the archives to do research and well over 25,000 people write us to request information, we still didn't have the level of public understanding that we wanted for the Missouri State Archives.

I talked to Ed Weldon (Georgia Department of Archives and History). They had what I thought was a great idea for public service announcements. They called it "Moments in Georgia History." We changed that substantially. We call it "Moments in Missouri History!" Each month we produce a different 60-second public service announcement—always tied into a document at the Missouri State Archives. There are plenty of documents and plenty of topics and we haven't yet thought of a topic we would like to do that we couldn't find a document to point to at the end of 60 seconds. These announcements are running on at least one television station in every media market in our state.

We also developed a set of classroom materials for teachers to use, 40 documents with an accompanying workbook that explains the role of the document in Missouri history. While we thought this project would be of interest primarily to social studies teachers, we discovered that a substantial number of English teachers and, interestingly, math teachers (for documents involving surveys and assessments) found them useful.

We compiled an index of people who had served in the General Assembly. And, of course, we gave a few copies to each legislator. They gave them to their family and to local genealogical societies. The index became another way to show legislators the kinds of information available at the Missouri State Archives. County records on microfilm have also been one of several publications that has helped create a sense of what the archives is all about.

We followed up the building initiative in this current legislative session with two initiatives—one that would establish the historical records board in state law, as opposed to just by the Governor's executive order. We also have a bill that would fund local record preservation projects and a local record program through a fee added on to real estate transactions.

Finally, I'm going to tell you about a project that I had a lot of fun doing and it was a great way to share the Missouri heritage. The Missouri state flag was 75 years old last year. We had been a state a long time without a flag, but in 1913, the General Assembly passed legislation to create a state flag. As part of that process, a woman from Cape Girardeau handmade the first prototype state flag out of red, white, and blue silk with a handpainted center. Ten years ago, the original flag had to be taken off public display because the paint had begun to flake off and the silk rip. It wasn't irreparably damaged, but damaged enough that it was wisely taken off permanent display.

We decided on the 75th anniversary of the Missouri state flag to see if we could get Missouri fourth, fifth, and sixth graders—the age in our state when you study Missouri history—to raise the money to preserve the flag and purchase an appropriate display case. We needed $9,000. We asked schools to raise $75, one for each year, and in return we would give them a certificate and a state flag. Two hundred and twenty-eight schools participated. They didn't raise $9,000, they raised $27,000! More importantly, they had a unique opportunity to be part of preserving their own heritage.

I also found out during that year that the Missouri telephone company was 75 years old. Every four weeks I pay my telephone bill and that money has to go somewhere. I asked them if they would like to take advantage of that coincidental birthday and match the remaining money to make a video on the state symbols. Next fall, every public and private elementary school will receive a 28-minute video that describes the state flag, its restoration and mentions the other symbols that, over the years, the Missouri General Assembly has decided to use as symbols.

We're working to create an outside support group, friends of the Missouri State Archives, an idea we stole from several states who have done it so well. It's important to recognize your constituency—if it's libraries, if it's archives, if it's preservation. For example, at the state archives, genealogists will ultimately make records available for historians to look at, and if you fail to understand that, you miss a great opportunity.

It is very important to initiate discussion about what we could and should do. It is even more important, in my opinion, once you initiate that discussion, to get it done. There are 12 divisions in the Secretary of State's office in Missouri. We do many things: elections, securities, publications . . . Those of the 12 that get the most done are the ones that get the most to do. I have very little interest in conceptualizing things that never get done.

Of course, it is also important to realize that we are competing in a very important marketplace. Education, child care, senior citizens, transportation—these are all matters that legislators and elected officials have to deal with. It is important to be flexible.

My final remark on flexibility is one that Dave Olson (North Carolina Department of Archives and History) will appreciate. When Thad Uher, Secretary of State of North Carolina, retired after 52 years, he had not only served longer than another other person as Secretary of State, but longer than any other elected official had ever served in statewide office in the history of the country. When he was elected the first time in 1932, his slogan was, "Give a young man a chance." When he was elected for the last time in 1984, his slogan was, "Experience counts." The lesson is that in all legislative and political efforts, you have to understand the benefits of flexibility.

The panel

The first panelist on legislative efforts, **Richard Akeroyd,** State Librarian of Connecticut, described the the Connecticut Preservation Task Force, and in particular their work to urge the General Assembly to "require by legislation that all state publications and records of enduring value and importance to the history and government of the state be created or printed on alkaline paper." Akeroyd described a series of steps aimed to establish a "track record of continuity and credibility with the legislature." Advocacy for alkaline paper is part of a larger strategy in Connecticut to enlist the legislature's support for establishing a statewide preservation program. "The task force has been operating on the basis of a firmly-held belief that each state has the responsibility to address preservation problems and issues in terms of its own library collections, archives, and historical records. We believe that if this is done systematically by each state, then a tremendous contribution will be made towards achieving the goals of the national and international preservation efforts that are currently underway. There needs to be a relationship between statewide programs and these national efforts . . ."

Joseph Shubert, State Librarian and Assistant Commissioner for Libraries in New York, took to the podium joking that "Someone who read the paper that Connie Brooks and I wrote said that my job is to provide a case study in opportunism." Shubert went on to describe the events, opportunities, and legislative history that lead to the development of statewide preservation program in New York. "We recognized that we would need to make clear the state's compelling interest in the continued availability of these resources and how the resources are made available to everyone in the state through library resource sharing." He pointed out that the success in New York was due to a number of factors including the fact that the program was part of a "larger, more comprehensive library aid package supported by all sectors of the library

Panel on Legislative Efforts. From left: Guy Louis Rocha (Nevada State Archives) at the podium, Roy Blunt (Secretary of State, Missouri), Richard G. Akeroyd, Jr. (Connecticut State Library), Joseph F. Shubert (New York State Library), Gary Nichols (Maine State Library), and moderator Barbara Weaver (New Jersey State Library).

Edward Papenfuse (Maryland State Archives) addresses the conference.

community." He noted that the "even though the public is not generally well-informed about preservation needs, the public is genuinely concerned about the specter of losing a large part of our cultural and intellectual heritage." In 1986, the program was expanded because, as Shubert pointed out, individual legislators saw results in their own communities and received favorable and enthusiastic report of accomplishments from people they knew.

Gary Nichols, State Librarian of Maine, offered a pithy description of legislative acumen in his state, involving two major stages: coalition building and legislative advocacy. "Legislative strategy begins, in most cases, well in advance of an actual legislative document." While citing specific examples concerning preservation, he advised the audience to "find the model . . . don't reinvent the wheel . . . go for the power center . . . avoid committees . . . go direct to the funding source . . . find the rising stars in the legislative arena . . ." He pointed out the usefulness of drama. "You know, it's bill after bill, department after department, detail after detail. Half of them are out of the room. They're wandering all over the place. Shake them up and create some drama . . . get some nasty examples of neglect . . . As part of the drama, consider, if you can, a crisis, either manufactured or capitalized on!" Nichols noted that legislators "are, after all, the makers of law and history . . . they really do have a genuine concern for the state's heritage and take seriously their stewardship of the collective state good." In concluding, Nichols remarked, "While Maine is a boldly beautiful state . . . it is also matched by a real fiscal impoverishment. And, as the saying goes, 'As Maine goes, so goes the nation,' should really read, 'If Maine can do it, so can you.'"

Guy Louis Rocha, State Archives and Records Administrator of Nevada issued a similar pragmatic and lively message about how to reach the legislature, or a "case study in practical politics." "I'm not talking about the New York experience or the Florida experience and I'm not coming at you with a lot of management terms. I'm going to talk about just how I've gotten on in Nevada." Rocha described several strategies and examples of success in a small state. He described a direct approach to meeting the legislature ("So what I did, taking my chances—when you've got nothing, you've got nothing to lose—I cultivated the media."); articulating his needs ("I needed modifications to the physical plant. I needed environmental controls. I needed security. And I needed the YMCA out of the second floor."); and developing long-term working relationships with key members ("Sometime you've got to be a little patient . . . sometimes it takes two or three sessions just in the educational process to get to the point where they are ready to digest what you have to say. Sometimes you need interim studies . . . You've heard the phrase—and this is my version—if you like sausage and legislation, don't watch either being made.") He emphasized the importance of personal contacts in the legislature. ("You build in that reciprocity and it means a whole hell of a lot when you have friends out there who can take care of you while you take care of them.") In concluding he noted that, " . . . my job, as a public administrator, is to practically apply what some people do when they theorize and formulate. There's room for all of us out there. So when I'm hustling, just understand, I'm doing my thing, and you're doing yours."

The final panel speaker, **Edward Papenfuse**, State Archivist of Maryland, used the brief time remaining in the session to urge the audience to stress the access side of preservation. "If you set up a preservation program in a state, make sure that there is a carrot and stick approach that makes it imperative that when you preserve, a copy is preserved within a depository library system, and that the copy is cataloged and made accessible . . . " He also reminded the audience that "battles for turf" and an "inability to cooperate" often get in the way of treating collections as cultural resources to be preserved for the use of the people generally.

During the discussion period following the panel, the audience followed up on several topics, including contacting legislators to support Senator Pell's (D-RI) Joint Resolution for a national policy on permanent paper and a appropriation bill for the second White House Conference. A second WHCLIS will provide an opportunity to develop public support for nationwide preservation initiatives. The issue of recycled versus permanent paper was also raised. Several more legislative strategies were offered from the audience, including the importance of having the "right" sponsor and not getting caught in political crossfire.

Funding

The third day of the conference was devoted to the topics of funding and building public awareness. ANN RUSSELL, Director of the Northeast Document Conservation Center, introduced the topic of attracting non-governmental support for preservation. Her presentation, illustrated with entertaining slides, briefly described some successful preservation fundraising efforts.

Ann Russell

Most state libraries and state archives look to appropriations from their state legislatures as their primary source of funding. Why then, in a conference on statewide preservation activities have we included a session on raising funds? Because your institutions, like the other institutions in your states, have collections to preserve; whether your need is for conservation treatment of an individual document of great value, or for improved climate control and storage conditions, or for a survey of conservation needs, once you launch a preservation program you will find that your available funding does not meet the needs. It will soon be time to look for support from new sources.

It is important for our professions to work to convince private sector funders that preservation should be a priority for funding, and this may turn out to be profitable for your institution. Today we are not going to talk about raising funds from federal agencies because Nancy Sahli (NHPRC) and George Farr (NEH) have already told you that their agencies have guidelines available and are willing to receive proposals from you.

Ann Russell (Northeast Document Conservation Center) introduces the panel on funding.

Today we are going to look at corporate and private donors, and foundations. Many organizations have had success in raising funds from these sources. The Wisconsin Historical Society, for example, received a large donation from a member of the McCormick family, associated with International Harvester, to preserve a collection of photographs documenting the history of agriculture in the Midwest. They also raised funds from paper manufacturers in Wisconsin to set up an endowment for conservation supplies. The Frank Lloyd Wright Foundation persuaded the Dupont Corporation to give them a supply of free Mylar (polyester film) which they will use to encapsulate thousands of architectural drawings. In return, *Dupont Magazine* published an article about the Frank Lloyd Wright archives and their use of the Dupont product.

The Northeast Document Conservation Center has had some success in raising funds from corporations. From our neighbor, Polaroid, in Cambridge, Massachusetts, we received assistance for our photographic conservation programs, including both money and equipment. From our long-term client, United Technologies Corporation, we have received support for an annual series of preservation workshops. We even receive support from Xerox Corporation, with whom we share an interest in preserving information through imaging.

To the extent that NEDCC has been successful in raising funds from corporations, it has been because we haven't been shy about asking. The cardinal rule of fund-raising is: if you want to raise money, you have to ask.

Sally Jones

Sally Jones, Associate Director of Development for Major Gifts at The American University, gave an informative speech covering the "nuts and bolts" of fundraising. Jones was associated with the campaign to preserve the Statue of Liberty, a public-private partnership which raised over $325 million. Jones identified the major sources of support (individuals, foundations, and corporations) and described their typical modus operandi and how to reach them and be most effective.

I am happy to be here to address this conference. I am a professional fundraiser. We fundraisers like to believe that fundraising is a speciality and that it is a profession. Fundraising also has several sub-specialities, including annual giving, planned and deferred giving, corporate and foundation fundraising, and what we term major gifts. Each requires specialized knowledge and together they create a well-rounded fundraising environment.

Sources of support include, of course, individuals. In fact, individuals provide the greatest amount of money to nonprofilt organizations, and they have always done so. Approximately 82% of the money raised for nonprofit organizations comes from individuals—therefore, this is one source that you need to learn how to tap.

Learning how to tap individuals for support requires identification of appropriate constituents. Who is likely to be most interested in your particular organization or cause? When we were trying to raise money for the Statue of Liberty, the constituency was virtually everyone in the country—a fundraiser's dream. But there were specific projects that we knew would appeal to specific segments of the population. When we worked on raising money for Ellis Island, we did research to identify the immigrant population to whom we might direct an appeal.

As far as libraries and archives are concerned, the constituency consists of those who hold library cards and/or are members of the community who use the library. One of the most effective ways to identify a donor constituency is by creating a "friends group." For example, Friends of the New York Public Library consists of people who received a mailing from the library asking for support at certain levels, and which promised

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specific benefits to the donor at each level. The mailing list for this appeal might well have been derived initially from the New York City phone book. A second way to tap individuals is through wills and bequests. This takes expertise and legal advice. However, any organization can begin this process. Archives and libraries can begin by looking at the collections that are given by individuals and working with these individuals to set up programs of planned giving, which not only maintain and preserve a collection after the donor's death, but provide income back to the donor during their lifetime. One word of warning, if you accept a gift through an estate while the person is still alive, you need to be sure that it is an irrevocable gift, because otherwise individuals can change their wills as time goes on.

Planned giving is the way that most gifts from individuals are arranged—in addition to gifts of cash. Planned giving is a clever way for individuals to make larger gifts while receiving special tax advantages. This is a topic that could take a day in itself, so I'll just list some of the names that planned gifts go under—charitable remainder trusts, charitable gift annuities, deferred gift annuities, charitable lead trusts, pooled income funds, and gifts of insurance. Planned gifts can include gifts of real property (such as real estate, art, and jewelry) and can be as complicated as a gift of ownership in a company. To establish the appropriate gift vehicle for planned giving and avoid legal trouble, you really need the advice of a planned giving specialist, and preferably either a tax attorney or an estate attorney.

Another area of support comes from foundations. Foundations provide approximately $5.17 billion annually to nonprofit organizations, or six percent of all giving that the nonprofits receive. There are five types of foundations, and we will be concerned with the first four. The fifth type is an operating foundation, formed exclusively to raise money for its own programs and therefore not responsive to grant requests.

Family foundations are created by individual family members. Their assets usually range from less than $1 million to $10 million. Once they get bigger than this, they begin to need professional staff to help distribute funds. Since they often do not like dealing with project evaluations, the family foundation is a good place to get regular, unrestricted support year after year. The funds may be administered by family members, attorneys or bank trust officers, or professional staff for the larger funds. Most do not publish an annual report. However, all private foundations are required to file with the Internal Revenue Service and you can get copies of their reports through IRS or see them on microfilm at the Foundation Center libraries. The main Foundation Center library is in New York City, but there are Foundation Center libraries across the country.

Family foundations do not like a lot of paper, therefore, they are often happy to receive requests in the form of a letter. As is the case with all fundraising, foundation fundraising is a people process. It is putting the right people together at the right time with the right request. Any connection that you can find with family members or trustees will help you in accessing their money.

Community foundations are an American phenomena that began in 1914. Currently there are more than 300 community foundations in existence with combined assets of $33 billion. What makes them unique is that their assets come from many individual donors who recognize the value of combining their giving with that of others, and appreciate the expertise that staff in a foundation can provide in analyzing and evaluating programs for support.

Community foundations are community service organizations. Therefore, the staff is welcoming. In a similar way that the federal government will let you come and talk to its employees about your request, community foundation staff will open their doors to you if you live in the community and will help you determine the best approach for support—whether from their foundation or another.

The trustee committees that serve as boards of community foundations often reflect

Sally Jones

Sally Jones responds to audience questions. To her left, panel members Ellsworth Brown (Chicago Historical Society) and Larry Tise (American Association for State and Local History)

community concerns and interests and community foundations trustees also frequently serve on boards of local community organizations. The best approach to a community foundation is either through a donor, if you happen to know one, or directly to the professional staff. Community foundations have two types of grant-making mechanisms: programmatic grants and donor-designated grants. Programmatic grants are awarded by foundation staff after careful evaluation of a proposal for support. Donor-designated grants are awarded directly by a donor to a specific project or organization that meets the donor's interests.

The third type of foundation is the professionally-staffed private foundation, including the ones we all know—Ford, Rockefeller, Carnegie, Mellon, etc. Their assets range from $1 million to over $3 billion. Eighty-two percent of all foundation funding comes from these larger private foundations. The trustees often reflect the programmatic interests of the foundation. For example, the Robert Wood Johnson Foundation in New York has medical doctors on its board because the foundation provides support for medical services.

The big foundations all issue annual reports, from which you can get information needed to submit a request. Your project must match the foundation's interests or they will not give you money. In addition, they almost never provide general operating support; they are more interested in programs that can be evaluated at the end of a funding period.

The best approach to the big foundations is to read the annual reports and follow what they say exactly. If they tell you to send in six copies of a proposal, send in six copies. If they tell you to send a letter, send a letter. Do not deviate from the format that they tell you to follow. Again, if you can find a connection at the Board level, this will result in the greatest consideration.

Contacting a board member is tricky with professionally-staffed foundations. Many of you, I am sure, have established relations with program officers. If you plan to use a board member contact, do not first go to a staff member that you know and love. Go directly to the board member and let it filter down to the staff person. If you do it the other way around and start with the staff person, and then decide later, after your proposal is in trouble, to go to the Board, you will have a conflict. It is very seldom that a board member will work against a staff member if the approach has been made to the staff person first.

Again, in determining your approach you need to look at programmatic interests, restrictions such as geographic area, and the size of previous grants. If a foundation's grants are in the range of $10,000 to $100,000 and your project costs are $1 million, you can still go to that foundation but you should identify a discrete part of the project costing $100,000, because that is the maximum they will probably give you. In addition, you may need to know how you are going to make up the rest of the funding that you need.

Other things to look for in annual reports are future directions and changes. Look for this information in the President's report and be sure that you do not put in a request for a project in an area they are phasing out.

When you are working with the professional staff of a foundation you need to know when to use your telephone. These people get an enormous number of proposal requests and review proposals every day. Therefore, when you submit a proposal, it is appropriate to give them a call to make sure they have received it. At that point you can also ask how long they think the review process will take, and when you might expect to hear something. If the program officer tells you that you will hear in two weeks and you do not, then it is appropriate to call again. But do not keep bugging them, because you will turn them off and make them mad.

A proposal to a foundation should not exceed seven pages. The shorter the better, because program officers read proposal after proposal and get very bored. The proposal needs to be interesting as well as short. Include the details and any documentation as an attachment or appendices, such as relevant biographies, data, or news clippings. In addition, there are always two items that must go with your proposal: a budget and your 501(c)(3). Foundations all require it and it should be standard with your proposal.

The final type of foundation is the corporate foundation. Exxon Education Foundation is the one that comes to mind, because it has provided a lot of support to universities across the country. Its endowment is separate from the corporation and it has a professional staff. In many ways it looks like a private foundation: it issues annual reports and has programmatic interests. The difference is in its board. In the corporate foundation, boards are usually made up of officers of the corporation. As a result, the best approach to the corporate foundation is through the CEO of the corporation or through another trustee. You need clout. Corporations deal with clout in their everyday life. They are used to it and it works. Find connections at the highest level you can in the corporation and use them.

Corporations provide $4.5 billion each year to nonprofit organizations. In addition to the corporate foundation, there are other areas in the corporate structure to look at for annual grants. The most common department is the department of social responsibility, but annual grants can also come from public and community affairs, or public relations. By whatever name, this department often has grantees that it supports every year, usually with gifts ranging from $1,000 to $5,000. Once you have a grant, you hardly ever have to do anything to keep getting it. You are on a list, and each year they just ship you out the money.

The big corporate grants, however, are CEO-authorized and therefore follow the interests of the CEO. For example, Phillip Morris has traditionally had an interest in the arts, because its CEO has an interest in the arts and Phillip Morris uses the arts as a public relations tool.

Another source of support in the corporate structure is the marketing or advertising budget. You have all probably heard of the cause-related marketing used so successfully by the Statue of Liberty/Ellis Island Foundation and American Express to raise over $2 million. Each time a customer used his or her American Express card, the Statue of Liberty got a penny. Another example of such marketing is the Crown Cola Bottlers ad campaign where they have announced a special program in support of the homeless.

To tap the corporate dollar your cause must serve the corporation's self interest. Corporations do not give away money because they are nice guys. For example, if your preservation project dealt with historical materials on mining or engineering, you might go to the oil or chemical companies for support. Or you might have a project that deals with environmental concerns. Why would a corporation be interested? Because they want a better self image and they will support a project that they feel guilty about.

If you are in a local community, you can often go to the local subsidiary of the corporation. The way to find out about corporations in your area is through the local Chamber of Commerce. There are also standard reference books which the professional fundraisers use all the time. Through a technique called webbing or networking, fundraisers use standard reference tools to investigate affiliations and connections between trustees of nonprofit organizations and the boards of corporations or their foundations.

Intuition goes hand in hand with facts in successful fundraising. There is a gut reaction that goes with knowing when the time is right and when the individuals are right. Facts are important, but the next step in closing the deal is always intuition.

In the final analysis, however, a project has to be more than worthy of funding, it has to be saleable. To determine if your project is saleable you need to know your funding sources. In corporations, you need to understand their culture, the products they produce, and who's who. In foundations you need to know their programmatic interests, the geographic restrictions, the size of grants, and who's who. For individuals you need to know what sector of the population might be interested in your project. Finally, when you go into the private sector for support, you need to be able to come up with arguments that answer the question, "Why isn't the government taking care of this?"

The process of fundraising is overcoming obstacles. The way to do this, to some extent, is to offer visibility through a project. Often, the visibility that corporations receive is more important to them than any sales increase. What appeals to funders categorically is the uniqueness of a project. It should have special appeal or be something that no one else is doing. The project needs to be important and should give the funder recognition in exchange for the support given.

Fundraising requires certain skills. One is planning and analysis. You have to be able to put all the pieces together. This is aided by research, but fundraising is essentially a people business; you have to like people and have some intution about how they will react to things.

Fundraising also costs money. Unfortunately, to raise money you have to spend money. Traditionally, eight to twenty percent of a campaign goal should be set aside for fundraising. For the Statue of Liberty campaign, we spent $38 million in two years to raise $345 million. The larger the campaign goal, the more the fundraising costs. Start-up costs more, too. If you have not had a fundraising system in place when you decide to launch a campaign, it will cost more the first year than the second year, when the money starts coming in.

One of the things I am always told is that everyone dislikes fundraising. This is not true. We all love to get a million dollars here and there. I get a thrill every time! What is true, however, is that everyone hates rejection, and what a professional fundraiser tries to do is increase the number of times that a positive response is received to a funding request.

The fundraiser's message—reach the right people with the right message—was repeated and enlivened by personal example by **Ellsworth Brown**, Director of the Chicago Historical Society. Brown described what he learned by conducting a $15.4 million campaign to add storage space, enhance environmental systems, and build two new conservation laboratories. His basic maxim was "... people give to people ... when I say people, I mean foundations, corporations, individuals—it's all people in the end." This basic maxim was expanded by lively examples of why people give and how to tap into the giving. "People give for their own reasons and people give money to people whom they know have given to you." The Society's campaign brochure was designed to tell the stories of five different users. "We picked people with whom you can sympathize and identify ... they told their stories, and that was the message, not the case for heating, ventilation, and air conditioning. We put that in a kind of bullet in the back ... so we could point to it and say, 'You see, we're really going to do *these* things. But *why* we're going to do them is what is really important." In another example, Brown related their success in capturing the interest of United Airlines. "... we went through our library and research materials and pulled out the employees' 1954 insurance handbooks, the uniforms that the nurse/stewardesses wore early on, and coveralls from their mechanics. They were astounded. They had never seen this stuff ... It was a nice connection that locked them in instantly on us." Brown closed by stressing the importance of a professional approach and professional advice. "Campaign consultants are vital to any campaign ... They bring in expertise. Mostly they bring in a process, and they bring in an ability to say things to your trustees or your friends or support group that you can't say."

Larry Tise, Executive Director of the American Association for State and Local History, drew from his experience of raising private

John F. Burns (California State Archives) addresses the conference.

money for public purposes to reflect on how those experiences might be applied to the development of state preservation programs. He suggested a strategy that would enable all of the players—public and private sector, state and local level, large and small institutions—to work together to liberate more public money that could in turn attract more private money. "My suggestion is that we create a consortium in each state to enable all of those people to come together under a single banner . . . develop innovative means for promoting preservation within that state . . . so that they can, together, seek public and private funds to match federal funds. To encourage the creation of consortiums on the state level, Tise suggested that "our national associations that have brought us here together go an extra mile . . . and sit down together and develop guidelines that will encourage the creation of consortiums . . . and create challenges so that the states can go out and work with corporations and foundations to create statewide promotional efforts . . . The federal agencies working together can create tremendous incentives to make sure that all of us who are working on the state and local level will use the public funds that are available very creatively."

John Burns, State Archivist of California, and President, National Association of Government Archives and Records Administrators, completed the session on funding by describing how states might use a not-for-profit foundation to assist preservation activities. Based on his experience setting up the California State Archives Foundation, Burns described how a foundation can be used to channel grant money from federal sources, raise private money to supplement state agency programs, and serve as an outreach tool. He also noted that "one of the principal purposes of the foundation is to forge alliances with other groups in the state with which we have similar aims, alliances based on mutual understanding, participation, a partnership, sharing of a goal . . . " He reminded the audience, as other speakers had before him, that " . . . it's difficult to talk to people about participating in something as limited as preservation. Rather what we are talking about are some more significant cultural aims . . . " He used the example of NAGARA linking up with the Council of State Governments to "make the world a little bit better place through more efficient government activity . . . " and suggested finding a similar link for preservation "not simply to fund the preservation of historical materials and library materials, but rather because the overall goal is to insure that the transmission of values and culture is better accomplished."

Building Public Awareness

The final panel focused on the topic of building public awareness. VARTAN GREGORIAN, then president of the New York Public Library and now president of Brown University, provided a lively and thought-provoking introduction to the topic. He described NYPL's efforts to build public concern and support for preservation—not only for NYPL, but for libraries and archives everywhere. NYPL's first strategy was to highlight the importance of the library as a primary, cultural enterprise with its central mission the guardianship of humanity's heritage.

Vartan Gregorian

I have been asked to discuss how to build public awareness about libraries, archives, and their major task of preservation. In reflecting on what we did at the New York Public Library to raise public awareness, I made a list of 10 points. Frankly, when I started I did not have a master plan, so this is a retrospective analysis.

The main question the trustees of the New York Public Library faced in the last eight years was how to highlight the importance of the library. It is ironic that in the "information age" libraries should be relegated to a secondary position, auxiliary enterprises in the business world of information and not central to it. So our effort has been to highlight that libraries and archives are not auxiliary enterprises and to restore the dignity of learning and the centrality of our depositories.

As a result, I have one paragraph that I always repeat:

> Libraries and archives carry our nation's heritage, the heritage of humanity, the record of its triumphs, failures, and achievements. They hold the record of mankind's intellectual, scientific, and artistic achievements. Libraries and archives are not mere repositories, they are instruments of civilization. They provide tools for learning, understanding, and progress. They are sources of information, yes, but they are also sources of knowledge, wisdom, and action. They are laboratories of human endeavor. They are windows to the future. They are sources of hope, self-renewal, self-determination, autonomy, and, to use a new word, empowerment. They are sources of not only community, but humanity, because they are the symbol of our community with mankind. They embody the spirit of humanity, a spirit that has been extolled throughout history by countless writers, scholars, philosophers, and artists. Libraries and archives embody society's collective, but discriminatory, memory. They are an act of honor to the past and a witness to the future, hence a visible judgement on both. They are not only a diary of the human race, but an act of faith in the continuity of humanity.

I repeat this paragraph often, because without extolling the centrality of libraries and archives, but merely considering them as "facilitators" and repositories, we cannot claim to be the guardians of humanity's heritage, nor aspire to save that heritage.

At the New York Public Library, we believe that we have to rekindle the faith in our institutions, in their centrality, in order to have a central mission. You cannot have a central mission in a secondary, tertiary, or an auxiliary institution. In the last eight years, we have spent an enormous amount of time, not only in New York, but throughout the country and abroad, singing the song of the centrality of libraries and archives. Our aim was to restore the role, the dignity, and the professional respect we had in the 19th century and even up through World War II. We knew that the abstractions alone do not carry the day. You have to be concrete. In New York we looked to see who were our natural allies, who were our natural audience, whom we could enlist as supports and who we benefitted from. We did a major survey of New York and found out something that should be obvious—New York is still a printing and publishing capital. There are 3,419 publishing establishments in New

Vartan Gregorian (New York Public Library) addresses the conference with moderator George F. Farr, Jr. (National Endowment for the Humanities) at his left.

York with 104,000 employees and capital expenditures of $250 million. New York is also the ethnic publishing capital of the United States, if not the world. In addition, we did not ignore television stations, there are 19 in New York, 37 radio stations in New York City proper, and 135 radio stations in the metropolitan area.

We appealed to three levels in the city. First, we recognized that ordinary citizens are our allies and we used every anniversary—the Bicentennial of the American Revolution, the Bicentennial of the Constitution—to instill and awaken historical consciousness. In fact, we almost succeeded last year in convincing Congress to enact a bill linking preservation to the Bicentennial of the Constitution as a symbolic occasion to preserve our heritage.

We did not exclude the ordinary citizen as an ally in our effort for the preservation of our heritage, because we consider the ordinary citizen to be the guardian of his or her own heritage. We appealed to ordinary citizens through letters to the editor and through hundreds of speeches that I and my colleagues have given. At every social occasion inside and outside the library we have all spoken about the importance of libraries and archives and the preservation effort . . . so that people would understand that issues are not merely episodic or temporary.

In addition, we also appealed to the self-esteem of New York City, saying, "If you are presuming to be the cultural capital of the United States and the world, with that comes the heavy burden of acting as the guardian of our cultural heritage."

We also appealed to the United States congress saying, "Haiti, Mali, India, Pakistan . . . P.L. 480 and all the monies that allowed the transfer of these materials to the U.S.A. They didn't ask us to be the trustees of their heritage. We acted as a superpower. As a superpower we collected everything, including other people's heritage. By collecting we have also assumed trusteeship of preserving humanity's heritage, not merely of America's heritage. We must remember therefore that in scholarship there is only unity, there is no parochialism. Everything is interdependent and intertwined; the unity of mankind is expressed through its heritage. As a result, if we are a superpower, then we must act accordingly to preserve mankind's heritage.

Finally, we also lobbied heavily, in the best sense of the word, with Congressman Yates, Senator Pell, and others who are sympathetic to the cause of the libraries. In lobbying we decided not to play down the cost. This is something librarians and archivists do too often, we ask for a half million here, one million there. Instead we said, "If you don't do something significant, our entire heritage will crumble away." We did not minimize the burden of our challenge.

Several years ago, a senator looking at NYPL's $128 million budget said, "Why don't you set your own priorities? If the preservation of humanity's heritage is that important, close the Library several hours a day, don't acquire as much new material," etc. Well, I am not ashamed to say that the preservation problem requires efforts of the highest magnitude. Some of my colleagues were shocked when I said that we will have to go to Congress and ask for $100 million. I was not shocked, because as librarians and archivists we must acknowledge the magnitude of the problem. Otherwise, we will be playing triage with humanity's heritage or, through benign neglect, we will act as destroyers of the intellectual work of many authors and cultures.

In this domain we also lobbied with authors and politicians—expecially during election time. I did not mind doing this and I have told our mayor, the governor, senators, and numerous authors that even though they have given major speeches and published books, they are not immortal. Their usual attitude may be, "I have spoken. Therefore it is your duty, your problem to figure out how to preserve my book or speech." Our reply is, "It is a joint enterprise. You have written. You have published. Fine, thank you. We, as librarians and archivists, we'll keep your papers, we'll catalog your books, we'll make them accessible, but there is a cost. You also have to help with preservation, because money we spend for preservation is spent at the expense of acquisition, and we don't want deferred maintenance. Delayed preservation is not deferred maintenance, but planned neglect." As a result of this message, this lobbying, the authors have been mobilized. To our great surprise, the politicians also have heard us.

There is an old Armenian saying that the bear has only one song, and it is about bears. I have one song; it is about libraries and preservation. I have always told our politicians and our authors and our people who are sometimes vain—and most of us are—that buildings do not give you immortality. If air rights and lease prices go up in New York, buildings come down . . . No one thought that the RCA Building would one day be renamed as the GE Building. But even corporations cannot extol a four or five hundred million dollar investment for earthly immortality. Neither do tombstones guarantee immortality. Every time I drive to the airport I pass Queen's Cemetery; there are no visitors there except for the occasional burial or on Veteran's Day.

Neither do churches or synagogues guarantee immortality on this earth. Some may mediate for immortality, but they cannot guarantee. The only institutions on earth for 5,000 years that have provided earthly immortality are the libraries and archives. This is a very important ideology to stress to our politicians . . . that we at the New York Public Library could decide not to catalog their books and speeches or their records for the next 50 years. Once the politicians realize that we are the gatekeepers to memory and immortality, we have a very powerful instrument for preservation.

Two other final points. We are not on an ego trip at the New York Public Library. We don't mind if the NEH takes our entire preservation effort and gives it to a sister institution, and I have proposed that in the past. All of us are in the same boat. When the boat sinks no one can claim the fact that they had a first class ticket as solace. We cannot afford parochialism or selfishness any more, because what is disappearing is our common heritage, our common culture. We have to collaborate. It is not possession, but access to that possession that is important. As a result, I always repeat, in order to humble some of my colleagues, that they remind me of the Anglican Bishop talking to the Episcopal Bishop when he said, "Brother, we both serve the Lord, you in your way, and I in His." We have to collaborate because what is rescued goes to the common pool of our heritage to benefit the whole nation and the whole world.

In addition, we cannot just rescue what is deteriorated. We also have to undertake preventive measures. On two occasions we have been able to attract maximum publicity on behalf of the book. We cleaned 3.5 million books, item by item, shelf by shelf, after air-conditioning the New York Public Library. We introduced some humorous elements in order to attract the press, and it worked. From the New York Times to the Los Angeles Times to *Harper's* to radio and television stations . . . everybody was fascinated with the image of Russian emigrés armed with vacuums and masks, cleaning the stacks of the New York Public Library. The benefit of this project was that the whole nation became aware that the book needs care, the book needs proper storage and a proper environment. That was our intention.

Second, on March 7th, 1989, in collaboration with writer Barbara Goldsmith, we will host a major event to promote the use of alkaline paper. On that Commitment Day, authors and publishers will be at NYPL to sign the following declaration, "We the undersigned authors and publishers hereby declare our commitment to use acid-free paper for all first printings of quality, hardcover trade books in order to preserve the printed word and safeguard our cultural heritage for future generations."

Finally, I would urge all of you to develop your own strategies locally. We must think homiletically, historically, culturally, and communicate that libraries and archives are worthy of their trust, as the sole preservers of our memory and our heritage.

The panel

Nina Archabal, Director of the Minnesota Historical Society, addressed the audience from the perspective of an institution with a broad mandate that includes the state archives, state historical library, historic preservation, and historic sites around the state, and is the oldest publisher in the state. She echoed Larry Tise before her by suggesting that the success of the historic preservation movement provides a model for document preservation. "While the battles over specific buildings go on across the country, mechanisms are solidly in place to involve the public in the issues. Indeed, the key to the success of the historic preservation movement has been the bringing together of diverse groups of people to work for a common purpose." She went on to remind the audience how the historic preservation movement has used publicity surrounding a loss of an historic site as a public awareness tool. "Like it or not, the cause of preservation is often galvanized around the piles of rubble left at the site of a loss of historic resources." She cited several examples of how this strategy has been effective when the loss of documents was at issue. "Several years ago, the Minnesota Historical Society received a tip that prison inmates had been seen burying bound volumes in the barnyard of the state prison workfarm. Upon investigation and digging, literally, these were discovered to be prison records from 1855 to 1955 . . . The event was well-publicized. It presented us with an opportunity to educate the public about the historical value of these particular records, and generally to raise awareness of the importance of public records." Archabal also related how, in Minnesota, "tools developed at the state level to advance the preservation of historic buildings have gradually evolved to advance the preservation of our documentary heritage." The special legislative commission established in 1963 to fund projects to protect the state's nonrenewable resources first focused on natural resources. The Minnesota Historical Society was successful in convincing the Commission to include historic sites, and in 1983 and 1985, major conservation projects for its library and archival collections. The appropriation required that the Society raise matching funds from nonstate sources and "the fundraising process had the benefit of informing our statewide giving community of a need to support preservation." Archabal closed by describing how the Society was successful in emphasizing environmental controls for a new historical center, but dismayed to find that little practical information is available about the effectiveness of systems. "In justifying the need for the new building to the state legislature and to other funders, the Society has emphasized the need for the best possible environmental conditions for our collections. We have brought about awareness of this priority. Now we must insure that we can meet the standards we have advocated. Accountability to the public for funds spent on preservation must go hand in hand with building public awareness of the need for preservation."

Ed Bridges, Director of the Alabama Department of Archives and History, began his presentation by reflecting on the dynamics of institutions—why some move forward with new and innovative programs and others do not. He identified success with the quality of the leadership and commented, "the problem . . . for those of us who may not be born with the charisma of a Vartan Gregorian (and I put myself in that category), is that we have to find some way of . . . reaching down into ourselves and finding the kind of energy and vitality that will allow us to be effective leaders (and) raise the issue of what our organization does to a public level that will elicit support, interest, and enthusiasm, and make our efforts, and the efforts of the institutions we serve, successful."

To the array of practical tips heard thus far from other speakers, Bridges added his own, an "atrocities file." "Anytime some outrage occurs, I just drop a note about it into the atrocities file. Then when I go to a legislative budget hearing each year I give them updates from the atrocities file—and that gets out in the press and really does a good job generating interest." But beyond the useful tricks of the trade and "tactical information,"

Nina Archabal (Minnesota Historical Society) responds to a question from the audience. At left: Vartan Gregorian (New York Public Library). At right: Edwin Bridges (Alabama State Archives) and David Hoffman (Pennsylvania State Library).

exchanged at the conference, Bridges urged the participants to focus on the common themes underpinning the conference—those principles that "we can use to be successful when we return home after the conference." The common themes he identified included the awareness that "preservation encompasses the entire documentation of our cultural heritage. It is a cause worth serving, and it is worthy of our commitment. I think we need to make sure that we can reach down and feel both a belief in the importance of this cause and a sense of personal commitment in serving it. If we don't have that, I think we're going to be frauds when we go out and try to sell our programs." The second theme he identified was to acknowledge that the "documentation of our culture is an idea the public can not only understand, but one the public can and will support. We simply have to find better ways of eliciting and harnessing that support and that interest." His third point was that "we have to understand that preservation is not preservation narrowly defined, but broadly defined, and it encompasses the whole array of functions that go along with it, such as appraisal and cataloging and cooperative efforts—that all of these things are necessary to serve the broader cause of preservation. Preservation is a clear concept that we can use to explain our program to the public, but we have to understand that preservation is the point of the wedge, and the wedge can't really drive in without these other components in it. In that I would include programs like records management . . . We have to work to identify and preserve material at the time it is being created and not just wait for what comes out of the system after it's been digested. Otherwise we are liable to end up with nothing. It's particularly true in a world of computers, when we've got everything from census and climatological records on computers to social welfare case files in Choctaw County, Alabama, all of which reside, perhaps, only in an electronic impulse on a polyester base." The fourth common theme he identified was that "the cause we serve is one that encompasses all types of libraries and archives. We all share in service to this broader mission. We need to recognize this kinship and use every opportunity we can to rise above the barriers of our individual professions and our individual institutional level." He commended the organizers of the conference for bringing together "more librarians and archivists in one place than any meeting I've ever attended." In closing, Bridges added his voice to that of other speakers in calling for a state and federal partnership. "We have to set up programs in the states, but we also have to realize that we don't have the same type of coherent program at the national level that Richard Akeroyd suggested in his six elements for a successful state program. We have a lot of different players and a lot of different interests at the national level." While applauding concerned federal agencies for working together by sponsoring the conference, Bridges noted that (for instance) "we do not have a clear national law that says that the preservation of the documentary heritage of the United States is a responsibility and a commitment of the federal government . . . The fact that we don't have that kind of coherent, unified national policy, I think, is going to be a handicap for us in our individual states."

Edwin Bridges (Alabama State Archives) addresses the conference.

David Hoffman, Library Services Director at the Pennsylvania State Library, described the lessons learned in public relations through the Pennsylvania Newspaper Project and related those aspects that work particularly well on the state and local level. While the grants from the National Endowment for the Humanities and the Pew Memorial Trust were news to the state library, they weren't newsworthy at the local level and were not enough to generate the local interest and collaboration necessary for the state newspaper project. Hoffman stressed that ". . . you need to look for the local angle if you want people to understand your message." While the grants from national sources "made hardly a ripple," the project staff going into the field did generate considerable interest. "When someone comes into your community from the state and says that you have significant materials which warrant special attention, that's news." Publishers of the local paper would pick up the story. "The son, now retired, of the publisher who closed up shop a generation ago sees that story in the paper he gets by mail at the other end of the state, or maybe in Florida, and writes to say that he has the first 10 years bound and in good condition in his attic and would like to give them to somebody who could properly take care of them." Hoffman's advice on raising small sums of money from many sources to match a large grant from a national source was similar, "you've got to look for a local angle if you want people to loosen their pursestrings." While entering cataloging records for newspapers into a national database is crucial to the success of the U.S. Newspaper Program, this was not a goal that interested local institutions. "But once we got past cataloging and started microfilming and began to tell people in the local community, 'Your paper is worth preserving so that people can use it over and over and over again,' then we began to get some little bits and pieces of money. There are a lot of people and institutions out there who tell you they are poor. They don't have the kind of money it takes to do what they know needs to be done, but they've been squirreling away some money, little by little, year after year, in hopes that some day they will have enough to do the job. We were able to persuade them that if they would give us their money, that NEH would give us the same amount of money and we could do the job faster." Other strategies employed in Pennsylvania included identifying allies and working with them to get the message out, and building awareness that the problem is widespread and "not one which affects just a few institutions some distance away that you assume can take care of themselves, the Library of Congress, the New York Public Library, etc." "When they saw that it is was their institution and institutions like theirs, they began to get interested. We built a mailing list with 3,200 institutions and names: libraries, historical societies, publishers, county clerks, newspaper editors, legislators, and organizational leaders in every field that we could think of that ought to be interested in what we were doing." The project staff carried cameras with them and developed a Pennsylvania-specific slide show "which we've used dozens of times to build public awareness." The Pennsylvania strategy for funding preservation activities echoed advice repeated throughout the conference: a flexible plan that is more an agenda than a plan allows one to take advantage of serendipitous opportunities. Said Hoffman, "I look at (preservation) not just as a set of needs or an agenda, but almost as a bridal gift registry. Not everyone is going to have the same interests, and it's not likely that one funding source will want to provide the total package, but you hope lots of people will bite on something." Hoffman closed by saying, "There is always a temptation at the end of a conference like this to say, 'I agree with everything that was said earlier.' And I have that temptation. There were some concepts expressed that are especially relevant to the focus of building public awareness. Larry Tise and Joe Shubert and a number of others spoke to the need for support of all sectors of the community. Roy Blunt, Gary Nichols, Nina Archabal, and Ed Bridges all talked about different ways of saying that you need to seize opportunities to create awareness. And finally, George [Farr], if we were going to start over again [on the Pennsylvania Newspaper Project] I'd talk with you about enough money to hire Guy Rocha to handle publicity!"

In the discussion period that followed the panel on building public awareness, participants raised the issue of building awareness of preservation among the users of a collection, and of the benefits beyond encouraging greater care in handling fragile materials. Users can turn out to be valuable supporters, as well as useful advocates. Ella Yates of Virginia commented that "users are there just waiting to be primed." Nina Archabal recounted an experience where a "regular user of our collections happened to be a vice president of 3M Corporation, who, over a period of years, watched the materials that he was using deteriorate and become more and more fragile until they finally hit the paper bag with a string around it stage. He came to us himself and said, 'I think if you were to bring a request to 3M, that they would respond to your need,' and indeed they did, to the tune of a quarter of a million dollars. So you never know who your users are." Other participants noted that there are a number of useful professional publications that cover staff and user awareness programs and tools. Carolyn Morrow commented that a journalist from Associated Press was "looking for a national angle on the conference," and that perhaps the timing is right and there is a opportunity now to launch a national campaign on the order of "A Mind is a Terrible Thing to Waste," and "Smokey the Bear," both of which were recipients of the National Advertising Council's free public service program. Media tools developed as part of a national campaign could also be used by the states and merge state and national concerns. Moving beyond mere awareness of deteriorating materials, Vartan Gregorian urged the conference to build public support for preservation by broadening the public's concept of the danger of deteriorating historical resources. "We should say that if materials are destroyed, are not available, that it is historical censorship . . . It is not just active denial of the book, but benign neglect . . . a form of historical censorship. We think it must be willful in order to censor, but we also should stress that neglect, destruction, non–preservation, is a form of censorship. Along the same line . . . if you have no access to it, because it is too fragile, that is also a form of censorship. I find that works very well when these arguments are put cogently. People are always worried about *1984* when there's willful denial of information, but they're not worried that you can make whole collections—literature, archives, books, papers—unavailable through benign neglect and yet not be accused of having performed a kind of censorship."

Closing

Following luncheon, where participants were once again seated as state delegations, GERALD L. BALILES, Governor of Virginia and President, National Governors Association, gave the conference closing address. In introducing the Governor, ELLA YATES, State Librarian, Virginia State Library and Archives, noted that the Governor was instrumental in "funding a pre-planning study for an expanded and more functionally adequate state library and archives facility" and for matching funds for a NHPRC grant for conservation surveys in Virginia.

Gerald L. Baliles

As one who grew up in a rural county of Virginia and lived to make periodic raids on the "Bookmobile," it is a great delight to speak in the greatest library in the world: the Library of Congress. I do note, however, that the topic at hand—the preservation of culturally and intellectually important books—is not one that governors are usually asked to address. But, it is an issue that we are increasingly being asked to tackle.

In Virginia, we have our own challenges, as our Librarian, Ella Gaines Yates, may have told you. Mrs. Yates has performed heroically in a difficult situation. But the outcome will be a good one—greater support for the protection of Virginia's archives and the construction of a new State Library Building.

Of course, I could discuss these efforts in precise and minute detail. But I won't. Rather it occurred to me that instead of addressing the how of preserving our past, I would talk about the why. This way I can reflect on the general state of education and historical understanding—a topic of sufficient breadth to keep us here for awhile. But I won't do that either. Besides, I have just finished with the last legislative session of my term of office. Since I cannot succeed myself, I can be succinct and, as they say, "refreshingly candid" about a serious dilemma in our country.

Ladies and gentlemen, for the sake of learning and progress, America spends greatly on education, but it never seems to be enough, and it is always a challenge to find the support to spend more. It was no less a figure than Thomas Jefferson who proposed a program of public education for Virginia. He was turned down. Gradually, over time, public education received the broad citizen support needed to sustain a growing, industrial society. Now, during the 1980s, as states are pouring billions into secondary and higher education, the federal government has decided to spend less. The fortunes of educational funding—as anyone who has run a library knows—can be mixed. For a democracy that depends upon education for progress, we sometimes have a curiously ambivalent attitude. And we suffer the consequences for that attitude.

You will recall that it was reported last year that more than 450 years after Copernicus demonstrated that the Earth revolves around the sun, millions of adult Americans seem to think it is the other way around. The National Science Foundation reports, and other surveys confirm, that vast numbers of Americans are scientifically illiterate. If you mention SDI, acid rain, the greenhouse effect, or the space race to the average American, chances are they will have no idea what you are talking about. While that is bad enough, the National Geographic Society says that while our our relative position in the cosmos may confuse some, there are just as many others perplexed by ground-level relationships. A new report by the National Governor's Association notes that when asked to do so, many students are hard

Carole Henderson (American Library Association) congratulates Gerald Baliles, Governor of Virginia, after his presentation, while Ella Gaines Yates (Virginia State Library and Archives) looks on.

pressed to locate the United States on a map, much less Bulgaria. A recent ABC-TV survey of teenagers found that two-thirds could not identify Chernobyl. One student guessed that Chernobyl was Cher's real name.

None of this is altogether new. During the presidential campaign in 1956, Adlai Stevenson, who suspected he was doomed to lose in the face of General Eisenhower's overwhelming popularity, delivered a particularly eloquent, well-crafted speech. It was a tour de force that included a near-poetic recitation of the current issues, the various policy options, and his personal prescription. Afterward, a women came up to him and said, "Governor, your speech was magnificent. You'll get the vote of every thinking person." "It's not enough," Stevenson replied, "I need a majority."

While that is what we call cynicism, it is all too often true these days. A democracy is premised upon the ability of people to use their collective wit to establish a rational society. Therefore, in any democracy, ignorance becomes a self-inflicted wound. Though the situation may not be new, the implications are more ominous than ever—particularly since America is competing with nations of people, young and old, driven by a desire to learn, a compulsion not always evidenced in America. It is an attitude that must be changed—and the National Governor's Association is trying.

Our agenda, called "America in Transition: the International Frontier," specifically addresses the problems of a population poorly versed in geography, languages, and cultural understanding. While we hope our efforts will help, the issue cuts deep. I would suggest that if we are ever going to really change our attitude toward learning, then we must begin by changing our attitude toward the past. A nation that fails to respect its history is unlikely to understand, much less control, its future. While we can talk about the technology of preservation, we must also teach the utility of history itself, its value in everyday life, its worth to every citizen.

Does it matter what other people thought, what they wrote, what they cared about? Of course it does, but we must make more people realize it, a difficult challenge at best. Daniel Boorstin once reflected: "We are flooded with disposable memoranda from us to ourselves, but we are tragically inept at receiving messages from our ancestors."

We can change that. We can make more people understand, as historian Christopher Lasch says, that "all of us, both as individuals and as a people are shaped by past events more than we fully understand . . . Trapped in a past not of their making, most people cannot afford the illusion that tradition counts for nothing, even if much of their energy goes into the struggle against it."

We can also explain history in terms of tomorrow. Arthur Schlesinger puts it another way. He says that we are hurtling "into [an] inscrutable future. But it cannot wipe clean the slate of the past . . . the past helps explain where we are today and how we got here. Knowledge of what Americans have been through in earlier times will do us no harm as we grope through the darkness of our own days."

At this point in my remarks, I suppose I could cite a program or proposal with especially high promise for changing things. I am, after all, sympathetic to such efforts. Or, I could pledge my personal support for the National Endowment for the Humanities' increased funding for its Office of Preservation. This I happily do—and I hope someone will pass the word to Congress and the President. Still, I think the task at hand is much larger than any single program or allocation.

If in fact we hope to develop support for preserving and protecting our written past, then we will have to do more to convince the public that it is important. It is a public issue like other issues. For instance, the environmental movement did not spring forth in full bloom. It had to be nurtured and cultivated. Support for mental health, child care, special education, and a vast array of other concerns have been approached in the same way—and with results.

Can the preservation of historic documents, old books, and manuscripts be made into an issue of more general public concern? Yes, but in order to do so we must inspire more people with the significance and magic of history. In a nation that last year gave its highest cinematic award to a film about early 20th century China, that may not be impossible. History can be made to live.

I recall that to mark the 30th anniversary of *American Heritage* in December 1984, the editor asked a number of public figures, authors, and scholars to consider one question: "What is the one scene or incident in American history you would like to have witnessed—and why? Noel Perris, Professor of English at Dartmouth College, said he would like to have had an extra long life, and to have sat on a pier between 1200 and 1500, to see who besides Columbus and Sebastian Cabot showed up. Others would have been around for the signing of the Civil Rights Act of 1964, the opening of the Erie Canal, the surrender at Appomattox, or the first performance of Gershwin's Rhapsody in Blue. In any case, the point is the same: For these people, history is not a dry recitation of facts and dates; rather it is recalling real and tangible events, all woven together in a vastly intricate pattern to produce what we call the present. But is it that way for most Americans? Do they understand that history is consequential, that it matters?

Bill Moyers, in a 1985 article, makes this disturbing point. He says, if, as in George Orwell's *1984*, history can be stopped by design, can it not be eroded by ignorance in a free society? Ladies and gentlemen, education is fundamental to democratic aspirations, to the hopes of freedom and the promise of progress. Whether the subject is geography, Japanese, anthropology, or history, we must do all we can to secure financial support and inspire public understanding.

When promoting public education, Thomas Jefferson found it a hard nut to crack in the 18th century. America has often shown itself to be just as thick in the 20th century. But we can make a difference. And librarians and archivists can be a powerful army in the cause. Last year, while in in China, I was told an old Chinese proverb: "A book is like a garden in the pocket." In China there is a proverb for everything. Still, back where I grew up, I learned a proverb of my own. I discovered that a book was a window on the world.

A small, rural library made a great difference in my understanding of the world and all the possibilities that lie within it. Yes, books are worth preserving—history is worth recalling—and your efforts are most worthy of our support. If we put our minds to it, we might make a nation agree.

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National Archives and Records Administration
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Trudy Peterson, Assistant Archivist for the National Archives
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Representatives from sponsoring organizations. From left: George F. Farr, Jr. (National Endowment for the Humanities), Carole Huxley (Deputy Commissioner for Cultural Education, New York), and Trudy Peterson (National Archives and Records Administration)

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Observers to the Conference

Margaret Byrnes, National Preservation Program for the Biomedical Literature
Margaret Child, Smithsonian Institution
Samuel Gammon, American Historical Association
James Golden, National Association of Counties
Frank Grishom, Southeastern Library Network, Inc. (SOLINET)
John Hammer, National Humanities Alliance
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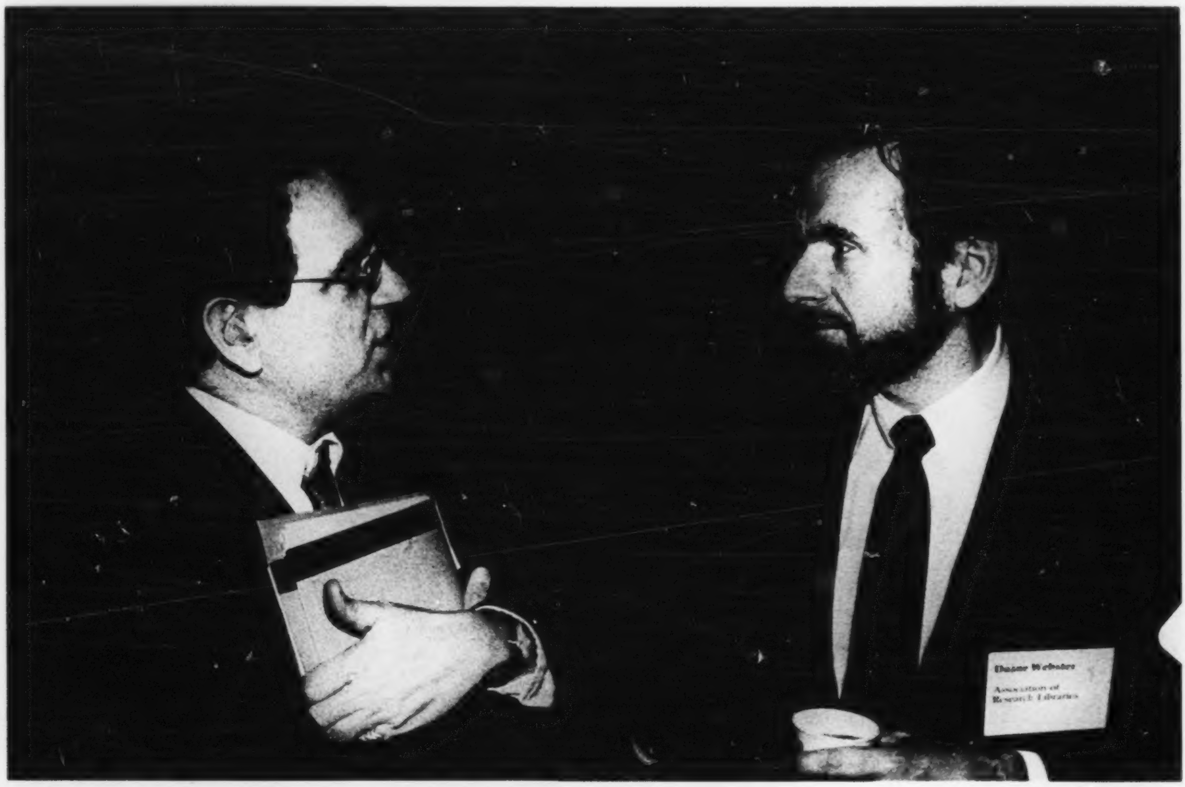
Diana Vincent-Davis, American Association of Law Libraries
Duane Webster, Association of Research Libraries

Observers to the conference, Duane Webster (Association of Research Libraries) and John Hammer (National Humanities Alliance)



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Resource People

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Resource people and preservation specialists Judith Fortson (Hoover Institution) and Bonnie Rose Curtin (NAGARA Preservation Project)

Speaker Biographies

(in order of appearance)

Carole Corcoran Huxley

Carole Corcoran Huxley is Deputy Commissioner for Cultural Education with the New York State Education Department, Albany, New York. She directs the operation of the State Library, the State Museum, and the State Archives as well as overseeing regulatory and government aid programs of $100 million related to libraries, public broadcasting, and other cultural institutions. From 1980 to 1982 she was Director of the Division of Special Programs for the National Endowment for the Humanities (NEH); prior to assuming that post she held several other positions with NEH, including Deputy Director and Program Officer for the Division of State Programs. She is a member of the Commission on Preservation and Access and Vice Chair of the New York Council on the Humanities.

James H. Billington

James H. Billington is the Librarian of Congress. An author and historian, as well as educator and administrator, Dr. Billington came to the Library in 1987 from the Woodrow Wilson International Center for Scholars, where he had served as director since 1973. Dr. Billington is the author of a number of books, two of which—*The Icon and the Axe* and *Fire in the Minds of Men*—were nominated for National Book Awards. He has also participated as a host, commentator, or consultant on numerous educational and network television programs; he has accompanied White House and congressional delegations as well as a library and a church delegation to the U.S.S.R. As Librarian of Congress, Dr. Billington initiated a year-long Management and Planning Study (MAP), a reorganization of the Library, the *American Memory* project, and a major initiative to process arrearages in the Library' collections.

Don W. Wilson

Don W. Wilson is Archivist of the United States. Prior to his selection as Archivist in 1987, Dr. Wilson held a variety of positions as an archival administrator in both Federal and state institutions. He served as Director of the Gerald R. Ford Library and Museum, as well as Deputy Director of the Dwight D. Eisenhower Library. Other positions held include Associate Director, State Historical Society of Wisconsin and Archivist of the Kansas State Historical Society. Dr. Wilson has also served on the history faculties of the University of Michigan and Washburn University of Topeka, Kansas. As Archivist of the United States, Dr. Wilson has developed a 10-point action plan to meet various challenges facing the National Archives, particularly in the areas of preservation and electronic records. A major initiative undertaken by Dr. Wilson and the National Archives is the design and construction of a new federal archival facility on the College Park campus of the University of Maryland scheduled for completion in 1994. Dr. Wilson is the author of *Governor Charles Robinson of Kansas* and numerous scholarly articles.

Lynne V. Cheney

Lynne V. Cheney has served as Chairman of the National Endowment for the Humanities (NEH) since 1986. As Chairman of NEH, Mrs. Cheney directs an independent federal agency with a $153 million budget providing grants to scholars, colleges, museums, libraries and other cultural institutions to support research, education, preservation and public programs in the Humanities. Before coming to NEH, Mrs. Cheney was a college and university teacher, a magazine editor, and widely-published author. With her husband, Congressman Richard Cheney (R-WY), she wrote a history of the House of Representatives. As NEH Chairman, Mrs. Cheney has been particularly concerned with the way knowledge of the humanities is shared. She directed the Endowment's congressionally mandated assessment of the state of the humanities in the nation and wrote *Humanities in America*, released in 1988. She is also the author of a congressionally mandated study of humanities education in U.S. public schools, *American Memory*, released in August 1987. In April 1988, Mrs. Cheney presented to Congress, a plan and a capability budget to significantly expand the programs of NEH's Office of Preservation. In fiscal year 1989, Congress increased the appropriation for preservation programs from $4.5 to $12.3 million.

Karen Garlick

Karen Garlick is a Senior Conservator at the National Archives since June 1988. She is responsible for special projects in the Document Conservation Branch including educational programs, development and writing of standards, and reference & public relations. She is also Adjunct Professor at the University of Maryland College of Library and Information Services where she teaches "Introduction to Library and Archives

Preservation." She was formerly a Senior Paper Conservator at the Library of Congress from 1982-88 where she was the paper conservation liaison with the Manuscript Division and the Library of Congress "Top Treasures."

Trudy H. Peterson

Trudy H. Peterson has held various positions with the National Archives since 1968, and in 1987 became Assistant Archivist for the National Archives where she administers a staff of 600 in five divisions, four staffs, two centers, and eleven regional archives. One of these divisions is the Preservation Policy and Services Division, which includes all paper and special media labs in the Washington, D.C. area and in San Francisco. Ms. Peterson is the author of *Archives and Manuscripts: Law* (1985) and *Basic Archival Workshop Exercises* (1982) published by the Society of American Archivists, *Agricultural Exports, Farm Income, and the Eisenhower Administration* published in 1979 by the University of Nebraska Press, and numerous journal articles and essays. Major professional activities include President of the Agricultural History Society (1988-89), Executive Committee of the Society for History in the Federal Government (1987-89), and Society of American Archivists Council (1984-87). She also served on the Editorial Board of The American Archivist (1978-81). In 1987 she received the Fellows Posner Prize from the Society of American Archivists.

George F. Farr, Jr.

George F. Farr, Jr. is Director of the Office of Preservation of the National Endowment for the Humanities since January 1987, after serving since 1985 as Deputy Director of the Office of Challenge Grants. Mr. Farr came to the Endowment in 1976, joining the Division of Research as Assistant Director for its newly-created Research Materials Program, which made grants for the preparation of research tools and reference works, authoritative editions, and translations. During his tenure, a new category of grants (now the United States Newspaper Program) was established to enable individual states to locate, catalog, and microfilm their newspaper holdings for preservation and access. Under Mr. Farr's direction, the Office of Preservation is expanding to launch a major microfilming effort for the preservation of brittle books in research libraries.

Carolyn Clark Morrow

Carolyn Clark Morrow is Malloy-Rabinowitz Preservation Librarian in the Harvard University Library. At the time of the conference she was Assistant National Preservation Program Officer at the Library of Congress where she coordinated the Library's role in cooperative preservation projects and participated in the development of Library policies with an impact on national preservation efforts. In addition, she consulted with groups developing statewide, regional, and consortial preservation programs. In 1988 she chaired a librarywide Task Force on Preservation Selection to draft a preservation selection policy for the printed collections of the Library of Congress. Before coming to LC in 1985, she was Preservation Librarian at Morris Library, Southern Illinois University, where for six years she managed a comprehensive preservation program for a collection of 1.8 million volumes and additional special collections. While in Illinois she launched the Illinois Cooperative Conservation Program, a statewide program to provide preservation information and assistance. Her major publications include *The Preservation Challenge* (1983) and *Conservation Treatment Procedures* (Second edition, 1986).

Larry J. Hackman

Larry J. Hackman is Assistant Commissioner of Education and Director of the New York State Archives and Records Administration (SARA). SARA is responsible for advising, assisting, and regulating state agencies in the management and disposition of their records; for identifying and administering the archival records of state government; for advising local government on records administration and retention; and for providing coordination and technical and financial assistance for non-government historical records programs throughout the state. This latter function was legislated in 1987 through the "Documentary Heritage Bill." Before coming to New York in 1981, Mr. Hackman was Director of the Historical Records Program of the National Historical Publications and Records Commission. He co-chaired the New York Document Conservation Advisory Council (1983-87) which published, in 1988, *Our Memory at Risk: Preserving New York's Unique Research Resources.* He has given more than 100 presentations on historical records assessment, planning, and program development at national, state, and institutional levels; grant seeking and grant making; and on documentation analysis. His publications include articles in *The American Archivist, Oral History Review, The Public Historian, History News*, and *The Midwestern Archivist.*

Bridget L. Lamont

Bridget L. Lamont is Director of the Illinois State Library (ISL), a Division of the Office of the Secretary of State, since June 1983. ISL serves as the library for state government and coordinates and promotes library development through a single statewide cooperative network, the Illinois Library and Information Network (ILLINET). Major programs of the agency include state grants for library construction, the Illinois literacy effort, a statewide cooperative collection development program, and library system development. In 1985, Ms. Lamont appointed a Statewide Preservation Task Force charged with developing a five-year preservation plan for Illinois.

David Moltke-Hansen

David Moltke-Hansen was Director of the South Carolina Historical Society through December 1988. He is now Curator of Manuscripts and Director of the Southern Historical Collection at the University of North Carolina at Chapel Hill and secretary of the newly formed North Carolina Preservation Consortium. He has written on aspects of Southern intellectual history as well as on such archival topics as the computerization of access to Norwegian manuscript collections, access to archival literature, and congregational archives.

Lisa L. Fox

Lisa L. Fox is director since 1985 of the SOLINET Preservation Program where she is responsible for the establishment, planning, and direction of a cooperative preservation program serving libraries and archives in a ten-state region. SOLINET's preservation program consists of conferences and workshops, an information clearinghouse and reference service, institutional consultation and needs assessment, and disaster assistance. In addition to developing and teaching extensive preservation education programs for SOLINET, Ms. Fox has participated in programs presented by the American Library Association (ALA) and the Society of American Archivists (SAA). In 1987, she was appointed to chair the Conservation Section of SAA.

Lorraine D. Summers

Lorraine Summers is the Assistant State Librarian for Florida since 1978. She has been involved in state library work since 1971, coming to the State Library of Florida as a public library consultant, with emphasis in federal grants coordination. In her positions at the State Library, Ms. Summers has been closely involved in statewide planning, library systems development, and monitoring and assessment of a variety of library activities. She has worked with numerous professional and citizen groups in developing and extending library and information services. Active in professional organizations, she has recently completed a term as President of the Association of Specialized and Cooperative Library Agencies of the American Library Association.

John Townsend

John Townsend is Program Administrator of the New York State Program for the Conservation and Preservation of Library Research Materials. Before joining the staff of the State Library in 1987, Mr. Townsend served as head of the Restoration Office at the New York Public Library. In addition, Mr. Townsend has served as preservation consultant to the National Library of Indonesia since 1984.

Karen Motylewski

Karen Motylewski joined the Northeast Document Conservation Center (NEDCC) as Director of Field Service in 1986 and provides consulting services for preservation and disaster planning to a wide range of collections-holding institutions. She is a member of the National Institute for Conservation, Survey Working Group, and has participated in teaching and organizing numerous workshops.

Paul Conway

Paul Conway is on the Archival Research and Evaluation Staff of the National Archives and Records Administration. At the time of the conference, he was Preservation Program Officer of the Society of American Archivists. Before joining the SAA staff, he was an archivist for 10 years at the Gerald R. Ford Library in Ann Arbor, Michigan.

Nancy Sahli

Nancy Sahli is currently Director of the Records Program, National Historical Publications and Records Commission (NHPRC). Although her work at the Commission has focused on archival automation and the administration of grant projects, women's history has always been one of her primary interests as two of her major publications *Elizabeth Blackwell, M.D. (1821-1910): A Biography* (1982) and *Women and Sexuality in America: A Bibliography* (1984) demonstrate. In addition to these, Dr. Sahli edited the NHPRC's *Directory of Archives and Manuscript Repositories in the United States* (1978). Her most recent work is *MARC for Archives and Manuscripts: The AMC Format* (1985) for which she received the C.F.W. Coker Prize from the Society of American Archivists in 1986. Dr. Sahli is a Fellow of the SAA, and is currently a member of the editorial board of *The American Archivist.*

Wesley L. Boomgaarden

Wesley L. Boomgaarden is Preservation Officer at The Ohio State University Libraries. Prior to his appointment at Ohio State, he served on the staff of the Conservation Division of the New York Public Library, the Conservation Department of the Minnesota Historical Society, the Preservation Department of Columbia University Libraries, and Macalester College Library. He is active in the Preservation of Library Materials Section and the Reproduction of Library Materials Section of the American Library Association, and in the Ohio Preservation Council.

Howard P. Lowell

Howard P. Lowell is Delaware State Archivist and Records Administrator. At the time of the conference he was administrator of Oklahoma's State Archives and Records Management Program. Long concerned with the problems of records preservation, he has served as a preservation management consultant to several state library and archives agencies. Included among his consultant projects are the drafting of state preservation plans for Colorado and New Jersey. In 1978 he served as Interim Director of the Northeast Document Conservation Center. Lowell also has directed two national preservation needs assessment projects — the Western States Materials Conservation Project and the National Association of Government Archives and Records Administrators' (NAGARA) study of preservation needs in state archives.

Roy D. Blunt

Roy Blunt was elected Missouri's 32nd Secretary of State in 1984. Prior to his election as Secretary of State, he served 12 years as a county official for Springfield and Greene County. He has served as Chairman of the Missouri Housing Development Commission, and as Co-Chairman of the Missouri Opportunity 2000 Commission. The Secretary of State currently serves as the Chairman of the Governor's Council on Literacy.

Secretary Blunt has taught American & Missouri history and Government at both the secondary and college level. He is the author and co-author of several publications dealing with voting procedures and voting rights. He is presently serving on the advisory board to the Federal Election Commission. In 1986, Secretary Blunt was chosen one of the Ten Outstanding Young Americans for that year.

Barbara F. Weaver

Barbara F. Weaver is Assistant Commissioner and State Librarian, New Jersey Department of Education. Before coming to New Jersey in 1978, she was Regional Administrator for the Central Massachusetts Regional Library System (1971-78). Her professional offices have included President, Chief Officers of State Library Agencies (1987-88) and Secretary, Council of State Library Agencies in the Northeast (1986-87). Since 1978 she has been a Member of the Advisory Associates for Rutgers University School of Communications, Information, and Library Science. From 1979-82 she served as a member of the Depository Library Council to the Public Printer.

Richard G. Akeroyd, Jr.

Richard G. Akeroyd, Jr. has been State Librarian of Connecticut since 1986. He manages a staff of 250 with a FY89 budget of $16 million. The state library agency is responsible for a library collection of 5 million items, state archives, public records administration, the Connecticut Museum of History, and statewide library development.

He was previously Assistant City Librarian at the Denver Public Library (1980-86) and Director of Planning and Research at the Connecticut State Library (1974-77). He was a Program and Planning Consultant for the White House Conference on Library and Information Services (1977-79) and was recently appointed by the U.S. Senate to serve on the 30-member advisory committee for the second White House conference and in June 1990, he was appointed as chairman of the committee. In 1987 he appointed a Connecticut Task Force on Preservation to identify major problem areas, recommend solutions, and establish priorities.

Joseph F. Shubert

Joseph F. Shubert is New York State Librarian and Assistant Commissioner for Libraries. Under his leadership, New York State has organized school library systems covering the State, and initiated aid for public library outreach, health sciences information, regional databases, and preservation of deteriorating research materials. Before moving to the New York State Library in 1977, Mr. Shubert served as State Librarian in Ohio for 11 years. Mr. Shubert has served as Chairman of the American Library Association Legislation Committee, and as President of the Chief Officers of State Library Agencies. He was a member of the Design Group for the proposed 1989 White House Conference on Library and Information Services, and is currently chairing the Legislation Committee of the Chief Officers of State Library Agencies. He is a director of the Northeast Document Conservation Center and a member of the Library of Congress Network Advisory Committee and several editorial boards.

Gary Nichols

Gary Nichols is the State Librarian of Maine. He joined the State Library in 1969 as the Director of Library Development and was named State Librarian in 1973. He is past President and Chair of the Board of Directors of the Northeast Document Conservation Center as well as Secretary of the Chief Officers of State Library Agencies, Treasurer of the Chief Officers of State Library Agencies in the Northeast, and a member of the executive boards of the Maine Library Association, the Bagaduce Music Lending Library, and the Maine Holocaust Human Rights Center.

Guy Louis Rocha

Guy Louis Rocha has been State Archives and Records Administrator, Nevada State Division of Archives and Records since 1981. He was previously Interim Director at the Nevada Historical Society and from 1976-81 Curator of Manuscripts. His institutional and organizational affiliations include the Conference of Intermountain Archivists where he served on the Council from 1979-87 and was President 1985-86. He has been a member of the Nevada State Historical Records Advisory Board, serving as Coordinator since 1985 and President of the Northern Nevada Public Administrators' Group (1986-87). In 1984-87 he was a member of the State Historical Records Coordinators Steering Committee. A frequent speaker at conferences and forums in the West on archival topic, Mr. Rocha is also the author of numerous articles on Nevada history.

Edward C. Papenfuse, Jr.

Edward C. Papenfuse, Jr. has been Archivist and Commissioner of Land Patents of Maryland since 1975. From 1975 to 1980 the holdings of the Archives quadrupled and a preliminary inventory system developed by Dr. Papenfuse and his staff allowed every series unit to be described, making retrieval feasible and workable. Between 1981 and 1986, Dr. Papenfuse oversaw the planning, design, and construction of a new $8.9 million State Archives facility.

Beside writing on archival matters, Dr. Papenfuse is an American historian with primary interest in the 17th and 18th centuries. He is currently working on the English origins of Maryland, focusing on the granting of the Charter (1632) and the promotional efforts that led to colonization. In 1985 he was named "Marylander of the Year" by the Maryland Colonial Society and received the National Governors Association's award for Distinguished Service to State Government.

Sally Jones

Sally Jones has been the Associate Director of Development for Major Gifts at the American University in Washington, D.C. since 1987. Her professional fundraising career began at Boys Clubs of America where she was its first Director of Foundation Relations. From there she moved to New York University, again as Director of Foundation Relations, where she helped raise $28 million in foundation support for the university over a two-year period. In 1984 Ms. Jones was hired by the State of Liberty-Ellis Island Foundation (SOL-EIF) as Director of Foundations and Research. Among other things, her responsibilities at SOL-EIF included the role of foundation liaison to the National Park Service and various advisory committees. This unique public/private partnership secured, over a two-year period, $325,000 to restore the Statue of Liberty and the northern portion of Ellis Island.

Ann Russell

Ann Russell has served as Executive of the Northeast Document Conservation Center (NEDCC) since 1978. Previously she was Assistant Director of the DeCordova Museum in Lincoln, Massachusetts. She is Chairman of the Legislative Committee of the Conservation Section of the Society of American Archivists and a member of the Massachusetts Arts Advocacy Committee. She serves on the Board of Directors of the Intermuseum Conservation Association in Oberlin, Ohio, on the Membership Committee of the National Institute for Conservation of Cultural Property, and on the Collections and Exhibitions Committee of the DeCordova Museum.

Ellsworth H. Brown

Ellsworth H. Brown is President and Director of the Chicago Historical Society. Before coming to the Society in July 1981, he was Director of the Tennessee State Museum. While in Tennessee, he also taught courses in the management of cultural institutions & historical agencies and courses in museology. His professional offices and experiences include chairing the ad hoc Long Range Planning Committee (1984-89) of the American Association for State and Local History and serving as Treasurer of the American Association of Museums. He has extensive experience as a consultant to museums and was a founding member of the Urban History Association. Other experiences include substantial involvement in the legislative processes related to local, state & federal funding of museums, and associated experience in hearings for the states of Tennessee and Illinois, and for Congress.

Larry E. Tise

At the time of the conference, Larry E. Tise was Director of the American Association for State and Local History (AASLH). The Association represents over 9,000 historical societies, organizations, and agencies in the U.S. and Canada. Before coming to AASLH in 1987, he was Executive Director of the Pennsylvania Historical and Museum Commission. His national appointments and offices include membership in the National Historical Publications and Records Commission (1982-88), the U.S. Advisory Council on Historic Preservation (1979-81), President of the National Association of State Archives and

Record Administrators (1980-81), and Chairmanship of the National Council on Public History (1983-85). His publications include *Proslavery: A History of the Defense of Slavery in America, 1700-1840* (1987), *The Enterprise of History in Pennsylvania: The 80's* (1987), and *Winston Salem in History* (4 volumes, 1976), and numerous articles and pamphlets on the topics of public history, historic preservation, archives, slavery and race, religious history, and urban history.

John F. Burns

Since 1981, John F. Burns has been State Archivist of California, where he is responsible for the direction of the State Archives and the State Government Oral History Program. Concurrent offices held include Secretary, California Heritage Preservation Commission; Coordinator, California Historical Records Advisory Board; Executive Director, California State Archives Foundation; and member, California Historic State Capitol Commission. From 1977-81 he was Administrator of the Washington State Historical Records and Archives Project. Current professional offices include President of the National Association of Government Archives and Records Administrators and Chair of the Society of American Archivists Committee on Goals and Priorities. Previous offices include member of the Steering Committee, California Committee for the Promotion of History (1984-87) and Chair of the State Historical Records Coordinator's Steering Committee (1983-85). He is Editor-in-chief of three volumes in the archival guide series, *Historical Records of Washington State* (1980-81) and co-author of the *Washington State Archives Guide to the Governor's Papers, 1853-1976* (1977).

Vartan Gregorian

In March, 1989, Vartan Gregorian became President of Brown University. He was formerly President and Chief Executive Officer of the New York Public Library, a position he had held since 1981. He is an historian with broad interests in the humanities, South Asian history, history of Armenia and the Causasus, as well as European intellectual history. Born in Tabriz, Iran, and educated in Lebanon, Mr. Gregorian came to the United States in 1956 to attend Stanford University where he was awarded both his B.A. and his Ph.D. in History and Humanities.

From 1968-72, he taught at the University of Texas at Austin. In 1972, Mr. Gregorian joined the faculty of the University of Pennsylvania. During his tenure there he served as the Founding Dean of the Faculty of Arts and Sciences from 1972-78 and in 1978 assumed the Provostship of the University. As Dean and Provost, he partook in the academic planning and successful completion of the University's $255 million Capital Campaign. Mr. Gregorian is the author of "The Emergence of Modern Afghanistan: Politics of Reform and Modernization, 1880-1946," and other scholarly articles. He is a member of several boards and commissions, including the Commission on Preservation and Access. Mr. Gregorian is the recipient of over 20 honorary degrees and has been decorated by the French, Italian, and Austrian governments.

At New York Public, Mr. Gregorian oversaw a major fund raising and public relations campaign that brought about dramatic improvements in the library building as well as its physical plant and programs, restoring New York Public Library to the center of New York's cultural life.

David R. Hoffman

In 1981, David Hoffman became Director of Library Services at the State Library of Pennsylvania. Since 1984, he has also directed the Pennsylvania Newspaper Project, which is supported by NEH, with the assistance of several foundations, the Pennsylvania General Assembly, libraries, historical societies, publishers, and individual donors. His professional career has included positions at the Wisconsin Library Commission, American Library Association, Montana State Library, and the University of Wisconsin-Extension in Madison. He is a board member of the Mid-Atlantic Preservation Service (MAPS), and of PALINET, and is a delegate to the OCLC Users Council.

Edwin Bridges

Edwin Bridges is the Director of the Alabama Department of Archives and History. He began his career at the Archives in 1976 as Assistant to the Director. From 1978-81, he served as Director of the Administrative Division of the Georgia Department of Archives and History. He serves on numerous Alabama boards, including the State Records Commission, the Local Government Records Commission, the Alabama Historical Records Advisory Board, the Alabama Historical Commission, and the Alabama Historical Association. Most recently he was one of the two American archivists to visit archives in the Soviet Union under the auspices of the US-USSR Commission on Archival Cooperation of the American Council of Learned Societies and the Main Archival Administration of the USSR Council of Ministers. He is the author of the State Government Records chapter of Documenting America, the report on the first round of state assessment projects funded by the National Historical Publications and Records Commission.

Nina M. Archabal

Nina M. Archabal is Director of the Minnesota Historical Society. She joined the Society in 1977 as the Assistant Supervisor of the Education Division, became Deputy Director for Program Management in 1978 and has directed the Society since 1986. Her professional offices have included Secretary, American Association for State and Local History (1986) and Trustee, Upper Midwest Conservation Association (1978-81). Ms. Archabal is a member of the American Association of Museums Accreditation Visiting Committee and a surveyor for that association's Museum Assessment Program.

Gerald Lee Baliles

Gerald Lee Baliles is Governor of the Commonwealth of Virginia. As Virginia's chief executive, Governor Baliles administers a biennial state budget of $22 billion. During his term in office, the Governor has initiated a series of major legislative and policy changes including: the Virginia Tax Reform Act to establish greater equity in state taxation and to return more than $1.35 billion to the taxpayers over five years; the Commission on Efficiency in Government to find ways to make state government more responsive; a 12-year, $12 billion transportation program for the improvement and construction of roads, seaports, airports and mass transit; programs to emphasize international education and to fight adult illiteracy; a new multi-state agreement to restore the Chesapeake Bay, and greater emphasis on the development of international trade for Virginia products and services.

After law school, Jerry Baliles joined the Virginia Attorney General's Office as an Assistant Attorney General specializing in environmental law. After leaving that office to enter private practice, he successfully sought a seat in the Virginia House of Delegates. In 1981, he sought statewide office for the first time and was elected Attorney General of Virginia. His record in that office enabled him to secure the Democratic Party nomination for the Office of Governor. In November of 1985, he was elected the sixty-fifth Governor of Virginia.

In 1988, Governor Baliles was elected by his peers to serve as the 1988-89 Chairman of the National Governors' Association, having already served as the Chairman of the Southern Growth Policies Board and the Chairman of the Southern States Energy Board.

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